

**WORKFORCE DIVERSITY MANAGEMENT AND EMPLOYEE PERFORMANCE
IN NATIONAL BIOSAFETY AUTHORITY, KENYA**

BY

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DECLARATION

I declare that this project is my original work and to the best of my knowledge has not been presented in any other Institution for any academic award.

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DEDICATION

With love and affection, this work is dedicated to my Husband Samuel, my family members and friends whose moral, material support and encouragement has brought me this far.

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ABBREVIATIONS AND ACRONYMS

DT	Diversity theories
GMOs	Genetically Modified Organisms
LGBT	Lesbian, Gay, Bisexual or Transgender
NBA	National Biosafety Authority
SPSS	Statistical Package for Social Sciences
SET	Stereotype Embodiments Theory
US	United States

OPERATIONAL DEFINITION OF TERMS

- Diversity Management:** Is a process whose aim is to craft and maintain a positive work atmosphere where the comparisons and contrasts of individuals are esteemed.
- Diversity:** Diversity is the variety of experiences and perspectives resulting from differences in culture, race, religion, age, sexual orientation, gender identity, physical abilities, and other characteristics. It can also be defined as a mix of people with different groups' identities.
- Employee:** An individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties.
- Management:** The process of being in charge of, or the people in charge.
- Organization:** An organization is a social unit of people that is structured and managed to meet a need or to pursue collective goals.
- Performance:** The accomplishment of a given task measured against preset known standards of accuracy, output and efficiency.
- Workforce:** Persons engaged in or available for work either in an area, organization or company.
- Workforce Diversity:** The systematic and planned commitment on the part of organization to recruit and retain employees from diverse demographic backgrounds.

ABSTRACT

Workforce diversity management has been shown to directly influence performance of employees in organizations. In Kenya however, this concept has not been adopted in many organizations. The study was conducted at the National Biosafety Authority in Nairobi, Kenya. The general objectives of this study were to determine if performance of employees was impacted by managing different aspects of workforce diversity such as age, gender, marital status and educational background. The specific objectives determined the effects of education background, gender diversity, marital status and age diversity while the dependent variable was employee performance. Descriptive research design was adopted in the study. The target population was 38 employees of National Biosafety Authority who included the senior management, middle management, and general staff. Since the population was small, a census study was adopted whereby the entire population was considered for the study. The study collected primary data through the use of a questionnaire which had both closed and open-ended questions. The questionnaire was pilot tested prior to being administered to the selected sample to test for validity and reliability. Validity of the questionnaire was established by the researcher and supervisor reviewing and discussing the items on the instruments while reliability was checked by the use of test-retest reliability. The questionnaire was then administered to the respondents for data collection of both qualitative and quantitative data. The data collected was then analysed using the SPSS software and some values were exported to excel for generation of charts and tables. Descriptive and regression analysis revealed that employee performance was influenced significantly by age diversity. Analysis indicated that 82% of employees had the perception that education influenced the performance of employees at the workplace. 92% of employees indicated that gender diversity increased performance of staff. Marital status did not have an effect of performance of employees. Age diversity also proved to have an impact on performance with 82% of respondents believing that it improved performance. Regression analysis also showed that performance was positively influenced by three independent variables namely education, gender and age diversity.

The qualitative data was analyzed using descriptive statistics which included frequency distribution tables and the mean, standard deviation and measures of relative frequencies while quantitative data was analyzed using content analysis and reported in narrative form along with quantitative presentation. Inferential statistics included use of a regression analysis to establish the form of relationship between the dependent variable and the independent variables. The Statistical Package for Social Sciences software aided in the analysis. Data was presented in tables and graphs. The study found out that workforce diversity management such as education background, gender diversity, marital status and age diversity affect employee performance. However, marital status did not influence employee performance in the organization. The study concludes that education background, gender diversity, marital status and age diversity are critical workforce diversity management that determines employee performance in an organization. The study recommends that there is need for creating awareness and conducting trainings touching on workplace diversity since most of the staff did not think the organization has invested enough in sensitizing employees. The study should focus on assigning tasks to employees possessing relevant skills and trainings to enhance performance. The study should also organize team building activities to ensure that the staff who are unsure of the effect of age diversity on lack of bonding are engaged with staff of different age groups both at a professional and a social level.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Workforce diversity in organizations is concerned with the different abilities each employee brings into the organization. Successful organizations have been shown to be ready to use vast resources just to ensure they have managed diversity at their workplaces. In the last 50 years, diversity has been approached as legality in countries like the US, where organizations were prohibited by law to discriminate any person on any basis. However in the recent years, organizations have realized that workforce diversity is not just a legal issue, but a concept that must be embraced in any organization for it to run successfully (Bedi, Iakra, & Gupta, 2014).

Diversity management, in human resource management, has been seen as the key to cultivating performance of any organization, improving service delivery and ensuring fulfilment of employees. The concept of diversity management is used to better the performance of the individual, team or organization. In addition, it has been shown to create a positive change in performance and culture of any organization (Department of Education and Early Childhood Development, 2011). With the current rates of globalization, there is need for improvement of interaction of people from various/different backgrounds. Globalization has created a worldwide economy where profit and non-profit making organizations have the need to create greater diversification if they need to remain competitive. Those in managerial positions need to embrace the need for a multicultural working environment due to the constantly evolving workplace (Kelli, Mayra, Allen, & Karl Kepner, Derek Farnsworth, 2015).

Organizations that fail to manage diversity are exposing themselves to risk, through the inability to garner the business benefits of effective diversity management. Diversity in an organization plays an important role in aiding retain knowledge and experience, tackling skill shortages, widening recruitment base and increasing profits by attracting more customers (Onrec, 2005). Diversity makes every single person feel more valued thereby making them give the best in their duties. Chatman & Spataro, (2005) rightly notes that there are a number

of activities that an organization can engage in to manage the diversity of their workforce. Private organizations are hiring more women and people from minorities to ensure a diverse workforce that mirrors the demographics of the nation. Moreover, they provide training and education on diversity that aims at handling sexual harassment, valuing differences (such as race, gender, ethnicity, age, disability, religion, sexual orientation), and diversity management (offering mentoring, coaching, family/employee friendly policies, alternative work arrangements (Kelli et al., 2015).

The concept of workforce diversity and organizational performance has much been debated in the last five decades. Among the many environmental trends affecting organizations in recent years is the rapidly changing composition of the workforce, a phenomenon known as workforce diversity (Bhadury, 2010). Workforce diversity and organizational culture has been frequently said to be responsible for all manner of positive and negative ills (Matin, Hamidizadeh, & Jandaghi, 2010).

As human beings we tend to stereotype women, black people, and white people, those with rank, those with different sexual orientations, with disabilities or anyone who we perceive to be part of the so-called “out” groups (Gallego-Álvarez, García-Sánchez, & Rodríguez-Domínguez, 2010). This way of thinking still influences how appointments and promotions in organizations are made, how leaders interact with subordinates, how various cultures interact in the workplace and their contributions to the overall organization.

Workforce diversity acknowledges the reality that people differ in many ways, visible or invisible, mainly age, gender, marital status, social status, disability, sexual orientation, religion, personality, ethnicity and culture. However, the predominant diversity issues in each country are different (Lawler, Chen, Wu, Bae, & Bai, 2011)).

Diversity has mainly been categorized into the primary and secondary dimensions. The primary dimension includes characteristics such as age, gender, sexual orientation etc., and usually depicts variations in different individuals. These differences are usually easily noticeable and have an impact on initial encounters. Secondary dimensions, on the other hand, are usually noticeable after several encounters with the subjects. These may include income, religion, education, geographical location etc. (Dike, 2013).

1.1.1 Workforce Diversity Management

Kirton & Greene(2009) define workforce diversity management as “the systematic and planned commitment on the part of organization to recruit and retain employees from diverse demographic backgrounds”. On the other hand, (Triandis, Kurowski and Gelfand, 2002) state that “managing diversity means changing the culture – that is, the standard operating procedure”, and it can result in more effective organizations. Workforce diversity management is the ability to achieve success for an organization by a manager by making the best of use of the similarities and differences among employees in terms of cultural background, age, race, physical abilities and disabilities, ethnicity, gender, religion and personality(Daft, 2008). Diversity management is a process whose aim is to craft and maintain a positive work atmosphere where the comparisons and contrasts of individuals are esteemed. The concept of diversity includes acknowledgement and respect. It means appreciating that each person is unique, and valuing their individual differences. These can be along the aspectsof race, ethnicity, gender, sexual orientation, socioeconomic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies (Patrick & Kumar, 2012).

Brouwer & Boros(2010) point out that workplace diversity is about intergroup relations at work, attitudes towards diversity and intergroup contact. Workplace diversity is similarly defined as intergroup relations who play out alongside one another in communication and interaction, which develop a host of complexities related to diversity

Diversity according to (Barak, 2013) is the variety or multiplicity of demographic features that characterize a company’s workforce, particularly in terms of race, sex, culture, national origin, handicap, age and religion. Alesina & Ferrara, (2005) further expound on diversity as the differences among people in ethnicity, age, race, gender, religion, sexual orientation, socioeconomic background, and capabilities/disabilities. Workforce diversity is also described as resemblances and variations between employees in regard to their age, race, cultural background, religion physical abilities or disabilities, sexual orientation and gender (WebFinance Inc., n.d.). Carrell & Mann, (1993) identifies workforce diversity as the ways that people differ which can affect a duty or affiliation within an organization such as religion, education, and culture.

In today's world, workforce diversity is globally perceived and it has become an interesting issue at workplace and market. Any organization that plans to be more dynamic and profitable will have a borderless viewpoint and a basic duty to guarantee that workforce diversity to be part of everyday business and corporate practices (Byrnes, 1984). Understanding the effect of this workforce diversity on organizational results, for example, organizational performance, employee satisfaction and turnover of employees has become very crucial in proper management of diversity at workplaces (Cole, 2004). Workforce diversity has become one of the most salient management issues in organizations from all sectors (Pitts & Wise, 2010).

It is argued that organizations that value diversity will definitely cultivate success and have a future in this dynamic global labour market (Nielson, 2010). Studies shows that organizations with high levels of well managed diversity are effective and steering ultimately producing corporate cultures that have new perspectives, pioneering capabilities and fresh ideas necessary to survive (Kyalo, 2015).

Workforce diversity management practices enhance organizational performance, productivity, effectiveness and sustained competitiveness (Munjuri & Maina, 2013). Workforce diversity management can be used to bring together people with different ideas and ways thinking thereby improving performance. When organizational policies are properly implemented (proper workforce diversity management) with an aim to promote diversity at the workplace, it can result in superior business performance, higher employee satisfaction and loyalty, increased competitive advantage, and a strengthened relationship with multicultural communities (Davis, Frolova, & Callahan, 2016). Increased competitive advantage positively influences organizational behaviour and effectiveness (Beauregard & Henry, 2009) have revealed that work force diversity management promotes creativity, innovative problem solving and productivity, through sharing of diverse ideas and perspectives. Bryman, (1992) did an investigation to find the relationship between workforce diversity management and performance concluded that more innovative companies deliberately use heterogeneous teams to solve problems; as seen through their employment record of women and people from marginalized groups as compared to less innovative companies.

1.1.2 Employee performance

Performance is defined by Byrnes (1984) as the way to perform the job tasks according to the prescribed job description. Performance is the art of completing the task within the defined boundaries. It is how well an employee is fulfilling the requirements of a job (Rue & Byars, 1990).

Cascio (2000) defined performance as working effectively, which is the way somebody does a job, judged by its effectiveness. The Business Dictionary defines effectiveness as “the degree to which something is successful in producing the desired result”.

Good workforce diversity practices in area of human resource management are expected to improve and augment employee and organizational performance (Ellison & Mullin, 2014). As organizational performance is affected by the performance of an individual employee, so the positive consequences of workforce diversity at the employee level would also go about as inherent and variables in developing employee cooperation. Smith, (2010) states that good workforce diversity traditions in the human resources field are understood to boost the performance of employees and organizations. There is a high positive relationship between workplace diversity practices and effectiveness and /or profitability of the firms based on recent studies (Kampf, 2011). Diversity contributes to improved inventiveness, broad viewpoints, better problem description and problem solving. Furthermore, employee diversity allows increased creativity, a wider range of perspectives, better problem definition, more alternatives and better solutions (Krajcsák & Gyökér, 2013).

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).

Management of diversity incorporates utilizing and utilizing the cultural contrasts as a part of aptitudes of individuals, thoughts and inventiveness to add to a typical goal and undertaking it in a manner that gives the organization a competitive edge over other organizations (Morrison, 2012). It is also argued that with decreasing homogeneity in the workforce, it has

become crucial for organizations to develop equal opportunities and diversity management policies to maintain the skills of employees with diverse backgrounds in order to protect their competitive position in the market place (Gilbert & Ivancevich, 2010).

There is a high positive relationship between worthy diversity practices and profitability of the firms as studied by (Bedi et al., 2014). Diversity contribute to improved inventiveness, broad viewpoints, better problem description and problem solving, there are more alternatives and better solution to the problems (Duxbury & Higgins, 2008). It is additionally discussed that, with lessening consistency in the workforce, it has gotten to be vital for associations to make approach chances and differences administration arrangements to keep up the aptitudes of representatives in light of various foundations keeping the finished objective to screen their focused position in the business sector (Daft, 2008).

Similar research conducted on workplace diversity suggests that diversity can be either detrimental or beneficial for employee performance (Kinyanjui, 2013). Workforce diversity can positively influence creativity, development, innovation and critical thinking aptitudes (Jonsen, Maznevski, & Schneider, 2011)while at the same time, it negatively influences cohesiveness, collaboration, cooperation and support (Kyalo, 2015)Work place diversity generates conflicts between employees. Conflict occurs due to differences of perception, ideas, behaviours, interest, attitudes, religious differences, political differences and unjustified distribution of resources. Conflict is not always negative and does not always create hostilities. It very much depends on how the conflict is handled. If handled properly, it can become a very rich source of development (Lajoie, 2011). When corporate managers ignore the conflicts between co-workers, this will result in clashes amongst them. In turn, these clashes will be converted into personal and emotional conflict in the long run and therefore damages the organizational culture, worker morale, and overall organizational performance. It can also lead to a reduction in creativity, innovation, quality, and performance of employees and organizations ultimately leading to negative effects on the team performance (Kelli et al., 2015).

1.1.3The National Biosafety Authority

The National Biosafety Authority was established pursuant to the provisions of the Biosafety Act No. 2 of 2009 and came into full operation on 12th February 2009. The National

Biosafety Authority (NBA) is an authority mandated to establish a transparent; science based predictable process of reviewing and making decision for the development, handling, transfer and use of Genetically Modified Organisms (GMOs) in Kenya. It is one of the State Corporations in Kenya. The overarching mandate of National Biosafety Authority is to exercise general supervision and control over development, transfer, handling and use of Genetically Modified Organisms (GMOs) so as to ensure safety of human and animal health and provide adequate protection of the environment. The vision of National Biosafety Authority is to “To be World Class Biosafety Agency.” The mission of National Biosafety Authority is to ensure and assure safe development, transfer, handling and use of genetically modified Organisms(National Biosafety Authority, 2015).

GMOs are products of Modern Biotechnology that involve the manipulation of the genetic material of organisms through genetic engineering procedures. The National Biosafety Authority implements the Cartagena protocol on Biosafety in order to address safety for the environment and human health in relation to modern biotechnology.

National Biosafety Authority employs people of different diversity. Given its important role in ensuring effective development and handling of genetically modified organisms in Kenya it is important to assess the workforce diversity management and employee performance hence the need for this study.

1.2 Statement of the problem

Workforce diversity management is considered one of the main challenges for human resource management in modern organizations (Martín, Miguel, Pedro, & Sánchez, 2013). Workforce diversity is a complex phenomenon to manage in an organization. The management of workforce diversity as a tool to increase organizational effectiveness cannot be underscored, especially with current changes sweeping across the globe. Owing to this, there is need to investigate the awareness of managers on certain skills necessary for the creation of a diverse workforce environment.

In recent years, most organizations have embraced workforce diversity with an aim to increase profits and productivity. This integration has perhaps been done hurriedly, eyeing the end result and not actually understanding the steps that should be followed. This has

resulted in a management that is not skilled enough to control and manage workforce diversity, and its ethics such as battling discrimination, fostering inclusiveness, acknowledging the value of diversity, dealing with losses due to prejudice as well as complaints or legal actions against the organizations (Devoe, 1999). In the face of the importance of workforce diversity management, a number of models have been put up and implemented in various organizations. These models only account for recruiting and retaining people from underrepresented groups. While this may improve diversity on one level, it does cater for the management of these groups to bring about effectiveness and cohesiveness.

Diversified workforce is the latest and current trend in every organization today. Moreover, the major concern for every organization is to enhance its productivity because organizations are an economic activity and can only stay afloat by competing in this cutthroat competitive world by generating more profits. Due to the diversified workforce, people are facing a lot more problems at the workplace. There is less collaboration and teamwork from some colleagues. However in order to achieve the organizational goals all members must be effective in terms of the roles they perform within the department. To those who are not very cooperative, firing is not the solution, which is what most managers have been doing.

Bringing in employees of different races, cultures, traditions, ethnic groups etc. in any organization is a potential source of prejudice, stereotyping and ethnocentrism (Shen, Chanda, D'Netto, & Monga, 2009). Some victims do not report such incidents, which may usually go undetected. While others may be reported, some managers do not have a permanent solution to offer since they have not properly grasped the concept of diversity management. Therefore, even organizations that have embraced diversity through hiring of different groups of people end up not tapping the benefits of diversity in an organization.

Bedi et al., (2014) indicates some of the consequences of ignoring diversity in an organization is unhealthy tensions between individuals of different culture or race, loss of productivity as a result in increased conflict and inability to retain talented employees. He further adds that good management alone does not necessarily ensure good diversity management. Several managers in organization have always thought being good managers or bosses sets the example of creating friendliness in the office. As a result, poor diversity management has been tolerated in the office, without the management knowing the core problem and consequently, no solution has been formulated.

A number of research studies have been conducted in Kenya's private sector on work diversity in relation to work diversity management strategies and organizational performance. However, none of these has focused on the effect of workforce diversity on employee performance (Munjuri & Maina, 2013) and (Oluoch, 2006) addressed the issue of workforce diversity management practices. The two studies were conducted in the banking industry (private sector). None of the above studies focused on workforce diversity management in the public institutions. Therefore, this study sought to establish the workforce diversity management and employee performance in National Biosafety Authority, Kenya. Diversity will increase significantly in the coming years, and successful organizations recognize the need for immediate action and are ready and willing to spend resources on managing diversity in the workplace now. It is in this context that the study was conducted to examine the workforce diversity management dimension in the Kenyan public sector context.

1.3 Objectives of the Study

1.3.1 General Objective

To examine the effects of workforce diversity management and employee performance in National Biosafety Authority, Kenya.

1.3.2 Specific Objectives

The study was guided by the following objectives:

- i.** To examine the effect of educational background management on employee performance in National Biosafety Authority.
- ii.** To examine the effect of gender diversity management on employee performance in National Biosafety Authority.
- iii.** To examine the effect of marital status management on employee performance in National Biosafety Authority.
- iv.** To examine the effect of age diversity management on employee performance in National Biosafety Authority.

1.4 Research Questions

The study sought to answer the following research questions:

- i. What is the effect of educational background management on employee performance in National Biosafety Authority?
- ii. What is the effect of gender diversity management on employee performance in National Biosafety Authority?
- iii. What is the effect of marital status management on employee performance in National Biosafety Authority?
- iv. What is the relationship between age diversity management on employee performance in National Biosafety Authority?

1.5 Significance of the Study

This study was to elucidate the influence workforce diversity management on employee performance and the overall organization performance in National Biosafety Authority, Kenya. The findings would help the organization's management and stakeholders appreciate workforce diversity and learn to overcome workforce diversity challenges in corporate strategies to achieve improved employee performance and organizational performance.

Staff from the NBA would be able to comprehend and appreciate each other, while taking advantage of one another's perceptions, know-hows, and knowledge, which would impact positively on synergistic performances.

This study would extend current knowledge on workforce diversity management and their effects on performance in the organization in general. By investigating how National Biosafety Authority manages the workforce diversity management, the study would provide practical approach to managing the workforce diversity in other organizations. It is expected to reveal how the organization utilizes its workforce diversity, and how the various aspects of diversity (such as age, gender, ethnicity etc.) affect performance.

The study findings would be shared with the organization's management with the hope that it would enable them comprehend the benefits or detriments of diversity management. Understanding that diversifying workers from different backgrounds create opportunities for greater innovation and more creative solutions to problems by the management consequently, enhances further diversification which is the key to assuring that the organization would be able to fully benefit from bringing underrepresented groups into the organization.

Implementation of workforce diversity promotes to political stability by unlocking the potential for excellence among all the workers by providing them tools, resources and opportunities to succeed. The study shows Kenyan population is made up of diverse ethnic group. Ethnic grouping, as much as class, has been important in Kenyan politics. As an extra effort, Kenya's government established labour unions to maintain a satisfactory relationship between the diverse ethnic groups by giving equal opportunity and rights as workers regardless of age, race, education background and gender. Therefore, there is less conflicts between ethnics group in Kenya.

The responses arising from the study would also reveal weaknesses of the organization's management on diversity management and employee performance of the parastatal. This revelation would encourage management to review its strategies on managing diversity and possibly rectify areas that cause differences or affect performance at NBA.

Employees would benefit from the study because they would have an opportunity to voice their attitude towards a workforce diversity management. They would provide vital information that would help the researcher understand the impact of diversity management in the workplace. Equally, employees would develop a better understanding on diversity management and how it influenced their performance in the organization.

1.6 Scope of the Study

This study was conducted at the National Biosafety Authority, Nairobi. The study populations shall was a total of 38 employees of NBA based in Nairobi. This population included senior and middle level management, supervisory management and general staff. The researcher investigated workforce diversity in National Biosafety Authority offices in Nairobi. The study sought to understand how the organization managed a cultural workforce in the Nairobi offices. Focusing on Nairobi would help the researcher on the workforce diversity aspects of the study in greater detail and collect data without incurring significant travel costs.

The study was also be limited to the independent variables under study which included educational background, marital status, gender diversity and age diversity and how they tended to influence employee performance such as employee output, efficiency, quality of work at the National Biosafety Authority, Nairobi.

1.7 Limitations of the Study

The study was only conducted in Nairobi branch of the National Biosafety Authority. This may not have been a reflection of the entire strategy implemented by the organization in all its offices. This was however compensated by selecting an appropriate representative sample of the staff at the Nairobi office.

It was expected that some employees would be uncomfortable revealing their personal/performance information, with the feeling that would be used against them. The researcher however consented the respondent, before administering any questionnaire, which assured them that their information would be kept confidential and no individual names would be taken.

It was expected that some employees would be out of the office due to their numerous fieldwork activities. The researcher however tried to reschedule interviews to those days that they would be available.

1.8 Organization of the Study

Chapter one is mainly the introduction and it addresses the background of the study, statement of the problem, the objectives of the study, research questions, significance of the study, scope of the study, limitations of the study and organization of the study.

Chapter two entails the literature review and the theoretical review covering the various theories related to the study, empirical review and conceptual framework of the research study.

Chapter three highlights the various methods and materials the researcher will adopt in conducting the study in order to answer the research questions raised in the first chapter. The chapter is organized in the following structure: the research design, target population, data collection instrument, data collection methods, validity and reliability, research procedures, data analysis methods and research ethics.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discussed literature review on workforce diversity management and employee performance in the workplace. The chapter is divided into four sections. The first section discussed the theories that inform the study. The second section is the empirical review which discussed past studies on workforce diversity management and how they affects employee performance. This section is then followed by summary of literature review and research gaps. The chapter ends with a presentation of the conceptual framework which sought to show a diagrammatic relationship between the independent and the dependent variables.

2.1 Theoretical Review

There are different theories of workforce diversity management on employee performance in the workplace. This study will focus on the key theories related to the research topic. These will include the different theories on, stereotyping and prejudice, pluralism, multiculturalism and Equity theories.

2.1.1 Equity Theory

The equity theory was introduced Adams (1963) with the view that fairness and equity are very crucial elements of a motivated individual. This theory states that “individuals are driven by frankness, and if they identify inequalities in the input or output rations of themselves and their referent group, they will seek to adjust their input to reach their perceived equity” (Adams, 1963).

Yousef(1998)explains that the equity theory is a theory that centre’s on perceived fairness of an individual. An employee reflects on how much effort has expended and compares this to what has been got from it. This theory shows that employees strive to achieve equity between themselves and their co-workers. This equity will be achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs.

The equity theory is concerned with the perceptions people have about how they are treated as compared to with others. The theory posits that employees seek to maintain equity between the input they bring into a job (education, time, experience, commitment and effort) and the outcome they receive from it (promotion, recognition and increased pay) against the perceived inputs and outcomes of other employees.

An example is when employees compare the work they do to someone else that receives a higher salary than them. They may conclude that the person may be doing lesser work compared to them, while receiving a bigger compensation (Kandpal, 2015). In such a scenario, the person evaluates their own effort-to-compensation ratio to that of another person, and the end result is a loss in motivation. When compared to others, individuals want to get paid fairly according to the contributions in the organization. Since motivation has a direct influence on performance, the study shall try to understand if the staff at NBA feel that there is equality in their output in regard to their input.

2.1.2 Stereotyping and Prejudice Theory

Pitts(2009) defines stereotype as a fixed and over-generalized belief about a group of people. The author asserts that stereotypes helps people respond to situations because of sharing similar experiences. The main drawback with these stereotypes is that it makes people ignore differences and make generalizations about others that might not be true. Stereotyping in the workplace allows people to infer that an employee has a range of characteristics and abilities that members of his or her group are assumed to have. This inference leads to social categorization which forms the prejudice attitudes that cause people to form in-groups and out-groups.

Workplace prejudice and stereotyping can result to discrimination of a person or a group of people based on a certain range of characteristics. Such instances create a poor working atmosphere that may end up demoralizing the victim. Such effects can cause the victim to lose focus and morale which directly impacts on the productivity of the individual (Nayab, 2010). The individual may end up feeling unworthy, which can cause a loss in self-esteem and motivation. The productivity or performance of such a person is likely to drop. He further indicates that workplace prejudice and discrimination is a major cause of unemployment. People stay unemployed because of biasness in hiring companies or organizations. This biasness impacts on workplace diversity management which creates a ripple effect on performance.

UwIax (2003) also introduced four theories describing the formation of prejudices among individuals. These were normative theory, scapegoating theory, exploitation theory, and authoritarian-personality theory. On normative theory, the author observes that one's family,

friends, and community will be responsible for the creation and reinforcement of prejudices. In the scapegoating theory, people formed prejudices based on their need to apportion blame on a minority group for personal shortcomings and misfortunes. Uwlax observes that the exploitation theory describes the prejudices formed by individuals as a result of conflicting economic interests. These conflicting interests cause people to justify actions that would discriminate against other ethnic groups with whom they are in competition. Finally, authoritarian-personality theory described the formation of harsh prejudices based on an individual's personality of what is good or evil.

Levy(1997)introduced the stereotype embodiment theory (SET) to describe the process by which age stereotypes affect the health of older adults. This assertion was based on four main premises: that stereotypes become internalized across the lifespan; that stereotypes can operate unconsciously; that stereotypes can gain salience from self-relevance; and people could utilize multiple pathways in their stereotyping. Using these premises, Levy sought to explain why age stereotypes were internalized by older adults and how other types of self-stereotypes operated (such as ethnic stereotypes). The findings will be useful in depicting how these stereotypes, once activated in the individual's sub-conscious, would eventually have an effect on his or her health.

Stereotyping and prejudice shall be investigated in this study at the NBA. As outlined above on the impacts of stereotyping, the study shall try to make a generalization of the influence of stereotyping and performance. Random sampling shall be expected to include respondents from initially known stereotyped groups along age, education or even gender lines which shall be used to infer conclusions.

2.1.3 Multiculturalism Theory

According to this theory, members of dissimilar cultures can live in harmony alongside each other, without the need or appeal for assimilation(Sunada, 2000). This theory was formulated to define disadvantaged groups such as members of LGBT community, African-Americans, and the physically challenged (Glazer, 1997). Multiculturalism is a body of thought in political philosophy about the proper way to respond to cultural and religious diversity(Yousef, 2000). Mere toleration of group differences was said to fall short of treating members of minority groups as equal citizens; recognition and positive accommodation of

group differences was required. Song perceives that multiculturalism is closely allied with nationalism.

Multiculturalism does not only apply to culture or cultural groups but also a wide range of aspects such as religion, language, ethnicity, nationality and race. Segregation of individuals at workplaces along this line is common. Minority individuals can still work together in any environment, without having to get assimilated into the pre-dominant culture; they can retain their collective practices and identities.

Some theorists argue that sometimes, such groups receive cultural accommodations such as “group-differentiated rights” including assistance to do some tasks, exemptions from law owing to their cultural beliefs such as religion (Levy, 1997). In a working environment, other workmates can feel demotivated for seeing their fellow colleagues getting such preferential treatments, or exemptions from the common law. This is likely to have an effect on performance.

The study shall attempt to unearth any form of exemptions or advantages that are enjoyed by minority groups within the organization. Further inquiries shall be made to understand how such privileges affect the motivation of other employees not receiving such benefits, or how it eventually impacts on their performance.

2.1.4 Pluralism Theory

According to the pluralist theory, power is divided among several groups that could be made of unions, coalitions of like-minded people, professional associations, civil rights groups, lobbies. Power is distributed and groups tend to offer a more valuable means of representation. Therefore, the larger the group, the greater the influence the group has (Dahl, 1957).

In a similar fashion, organizations are made of different groups, the management and the employees, who in normal circumstances have different objectives. Moreover in any organization, there may be different sources of authority, a likely source of conflict over allocations of tasks, work or rewards. Acknowledging that there may exist competing sources of authority allows for resolving of such conflicts in any organization amicably. The formation of trade unions to bargain collectively on behalf of employees not only provides

management with the most efficient means of reducing workplace conflict, but also encourages output by letting employees to unite and counteract the authority of managers when negotiating for contracts (Abbott, 2006). This gives the employees stronger negotiating power compared to when they are arguing as individuals. They are then more likely to have their grievances heard. Employees whose expectations are met by the employer tend to be more productive.

This study is important since it will provide new insight on workforce diversity management on performance by adopting multi-dimensional approach to workforce diversity management with regards to the performance at National Biosafety Authority. It will understand whether NBA staff are members of worker unions and how such unions influence their work. The study shall find out the types of unions NBA staff are allowed to join, the roles of such unions in the work and how the unions impact on the productivity of these workers.

2.2 Empirical review

Previous research on workplace diversity suggests that diversity can be either detrimental or beneficial for employee performance. For instance, employee diversity is positively associated with creativity and problem-solving skills and negatively related with cohesiveness and cooperation (Sarmiento, Beale, & Knowles, 2007). Good work force diversity practices in the area of human resources are believed to enhance both employee and organizational performance. Furthermore, employee diversity allows increased creativity, a wider range of perspectives, better problem definition, more alternatives and better solutions. It is also argued that with decreasing homogeneity in the workforce, it has become crucial for organizations to develop equal opportunities and diversity management policies to maintain the skills of employees with diverse backgrounds in order to protect their competitive position in the market place (Kochan et al., 2002).

Work place diversity generates conflicts between employees. Conflict occurs due to differences of perception, ideas, behaviours, interest, attitudes, religious differences, political differences and unjustified distribution of resources. Conflict is not always negative and does not always create hostilities. It very much depends on how the conflict is handled. If handled properly, it can become a very rich source of development (Magoshi & Chang, 2009). When corporate managers ignore the conflicts between co-workers, this will result in clashes

amongst them. In turn, these clashes will be converted into personal and emotional conflict in the long run and therefore damages the organizational culture, worker morale, and overall organizational performance. It can also lead to a reduction in creativity, innovation, quality, and performance of employees and organizations ultimately leading to negative effects on the team performance (Oluoch, 2006).

A perception of interpersonal incompatibility is labelled as relationship conflict and it typically includes tension, annoyance and animosity among group members. It is a related to difference of relationship between team members. It is infertile, difficult to manage and likely to leave people with more pressures and less ability to manage them. Normally, it occurs between frontline workers and their supervisors. It can reduce creativity, innovation, quality, and performance of employees and organizations (Kochan et al., 2003). Relationship conflict also relates to conflict about personal taste, political preferences, values, and interpersonal style. Relationship conflict negatively effects on the team performance and it breaks personal and professional relations (Joshi, Liao, & Jackson, 2006)).

2.2.1 Education background management and employee performance

The dictum of “knowledge is power” states that educated people perform certain tasks more easily and efficiently compared to uneducated or lesser educated people (Bhargava & Anbazhagan, 2014). A person with knowledge performs better at specialized tasks, even the common tasks. Uneducated or poorly trained people usually encounter challenges at the workplace.

The goal employees at workplaces, is to perform their jobs efficiently, grow within the organization and possibly advance to higher positions. However when employees are uneducated/ poorly educated, they lack the basic understanding on how to perform their jobs. They are unlikely to get promoted; resulting to a dip in their motivation, which in turn decreases their performance. Such employees usually spend a lot of time seeking help from their more skilled counterparts, thereby spending more time on completing their tasks. There is a lot of time wastage in monitoring or supervising such employees. If the working environment consists of equipment and machines, such workers are at a high risk of getting injuries, or injuring their workmates. This may increase the organization’s expenditure on medical expenses, compensations or even defective products. Poorly educated employees

produce low quality products, and could result to dissatisfied consumers, causing the company a decline in sales (Amo, 2013).

A study by (Feldman, 2009) looked at the effects of education level on job performance in two ways. First, it provides a meta-analysis on the relationships between education level and dimensions of job behaviours representing task, citizenship, and counterproductive performance. It was deduced that education stimulates performance of the core workplace task by equipping the individuals with a more authoritative and technical expertise with which they can complete their responsibilities. Through this, education is usually expected to create a positive correlation to task performance at the workplace. (Hunter, 1986) suggests that education enhances cognitive ability of an individual which in turn eases learning of job-related knowledge consequently fostering better job performance.

Min & Tsang (2004) examined the economic rationale for the vocationalization of secondary education in China by comparing the performance of vocational education graduates and general education graduates in the workplace. It uses a model that recognizes the importance of work effort and group dynamics on production, employs a more direct measure of performance, and presents an empirical study in the context of the current educational and workplace reforms in China. Based on data from the Beijing Auto Industry Company, China, the study found out that vocational-technical education graduates engaged in factory work relevant to their previous training were more satisfied with their job and were more productive than general education graduates. It also found that a worker's education had a lesser impact on performance when the worker performed in a more co-operative environment.

Moretti (2004) conducted a study to assess how workers' Education, spill overs, affects performance in Plant-Level Production Functions. The study will find out that performance of plants in cities that experience large increases in the share of college graduates rises more than the performance of similar plants in cities that experience small increases in the share of college graduates. (Amin et al., 2013) also conducted a study on the impact of employees training on the job performance in education sector of Pakistan. Training was found to have a positive and strong correlation with organizational policies, and job performance and that both on the job and off the job training has a positive and strong correlation with job

performance. They concluded that training leads to important benefits for individuals and teams, organizations; these benefits range from individual and team performance.

Elsaid (2012) examined the effects of cross cultural work force diversity on employee performance in Egyptian pharmaceutical organizations. The study explored the impact of gender, age, and education background on employee performance in the Egyptian pharmaceutical industry which is renowned to employ highly diversified workforce. The results indicated that only two variables, gender and education background, were significant in explaining the variance in employee performance when different work force work together, while surprisingly, age diversity does not.

2.2.2 Gender diversity management and employee performance

Hoogendoorn et al(2011) states that one of the key potential determinants of a team's success is its gender diversity. A team with a balanced gender mix possesses an assortment of knowledge and skills, and that such teams have better output by creation of meaningful relationships. (Phillips, 2012)study findings conclude that a balanced gender diversity brings more balance to teams, thus creating less volatility and fewer conflicts.

Gender inequality has always been seen as the most common diversity issue around the world. However different regions still have different diversity issues ranging from religion, age, race, ethnicity etc. In Kenya for example, race is not much of an issue, but ethnicity is a very big problem. In other countries such USA and South Africa, there have been numerous reports of discrimination against blacks and other minor races (Shen et al., 2009). Countries such as Pakistan and Egypt have religious issues where predominant Muslims discriminate against Christian minorities.

Poor gender diversity management at workplace has a direct effect on job performance. It has an influence on pay, promotions, evaluation, supervision etc. It has been shown women are paid less than men for similar roles/tasks (Blau & Kahn , 2006). They are also less likely to get promoted(Eagly & Koenig, 2008)and are usually assessed more negatively compared to men(Davison & Burke, 2000).

Gender inequality at workplace results to loss in productivity. Discrimination of employees based on their gender reduces their morale, decreasing their motivation, and self-esteem,

making it hard for the person to work effectively. Poor gender diversity management or stereotypical views at workplaces causes' illegal practice of passing over someone for promotion, with the inherent belief that women cannot lead, or perform better than men. Some organizations avoid recruiting, or give menial jobs to women involved in family responsibilities with the fear that they may be torn between work and family responsibilities. This sort of discrimination can create a strong resentment and loss of self-worth with such employees opting to destruction as a mechanism to getting back to their biased employers. Forms of destruction may include through physical violence, property destruction or creating propaganda (Gluck, 2015).

Hoogendoorn et al(2011) revealed that teams with equal gender mix performed better in terms of sales and profits, compared to male-dominated teams. The findings also indicated that teams that had lower numbers of women had lower profits and sales than teams having balanced gender mix.

In a study conducted by (Gallego-Álvarez, García-Sánchez, & Rodríguez-Domínguez, 2010)found that employees with gender differences have different perceptions of gender diversity in the workplace. Female managers were found to have more positive attitudes towards equality and diversity than their male counterparts.

Martins & Parsons(2007)indicates that there is a strong relationship between the two gender groups in attitude toward affirmative action. Which increased male and female employees desire to participate in diversity management initiatives and enhanced organisational attractiveness for employees.

Patrick & Kumar(2012)found that there were significant differences between men and women professionals toward strategies for increasing awareness about workplace diversity. Women are more likely to work with diverse others to achieve goals.

2.2.3Marital Status management and employee performance

In this modern society, there is increased engagement of people in their work responsibilities, which puts a strain in their dedication to having quality time with their families. Women, especially, have had lots of constraints in properly managing their two aspects of life: personal and professional (Panisoara & Serban, 2013). There has been a link between work-

family conflict with the responsibilities of parents at home due to greater job demands (Duxbury & Higgins, 2008). Such conflicts result in a decrease in family satisfaction, parental overload, absenteeism in the family and poor management of family roles (Adams, King, & King, 1996). Other studies indicate that some of the issues arising at work due to work-family conflicts include absenteeism, job dissatisfaction and stress (Anderson, Coffey, & Byerly, 2002). An elevated level of work-family conflict appears to show a correlation with a low organizational commitment (O'Driscoll, Ilgen, & Hildreth, 1992). A reduction in commitment brings a consequent reduction in performance.

Padmanabhan & Magesh(2016)suggests that concentration required to run a family both financially and economically make married employees more motivated to earn more, thereby increasing their productivity. However, it has also shown in other studies that the productivity of female employees in organizations tend to decrease when they are the bread winners of the family (Duxbury & Higgins, 2008). This is mainly because they have to concentrate on caring for their family and raising their children. (Van Knippenberg, Haslam, & Platow, 2007) however concluded that unmarried employees perform better at workplace because they have little or no commitments towards their families compared to their married counterparts.

Chun & Lee(2001)found out that married men earn 12.4 percent more than men who never married after controlling for education, work experience, ethnic background, and factors that may affect both wages and marriage prospects. After controlling for selection, the unobservable attributes that might be associated with earning capabilities, married men still earn higher wages than men who never married. They claim that unmeasured earning capabilities are not correlated with unobservable characteristics of individuals that are valued in the marriage process. They attribute the marriage premium to a worker's increased performance. Marriage differential between married and never-married men decreases as wives put in more work hours outside the home. While married men whose wives are not working in the labour market earn 31.4 percent more per hour than men who never married, men whose wives are working 40 hours a week in the labour market earn only 3.4 percent more. Based on these findings, they claim that the marriage premium is explained by specialization within the household.

Becker(2007)showed that marriage is economically beneficial because it makes greater specialization possible. He suggests that married workers are able to specialize in labour market activities while their spouses specialize in household production. Marriage causes the high wage-earning spouse, usually the male, to spend more time working in the market, and the low wage-earning spouse, usually the wife, to spend more time in household work. Women experience lower labour force participation rates due to the responsibility of bearing and raising children. Women consequently have less incentive to devote as much time and energy to work as men.

Loh(2006) argues that the conclusions of the previous studies explaining why married men earn more than unmarried men are not persuasive. In his study, Loh was able to contradict the two explanations for why marriage makes men more productive: (1) married men make greater investments in human capital; and (2) married men specialize in market work while the wife specializes in housework. First, he demonstrates that there is no difference in the marriage premium between two husbands depending on whether they have a working or non-working wife. This once again contradicts the hypothesis that married men with non-working wives have a greater opportunity to accumulate human capital. The second finding showed that the time spent by the man with his wife before marriage does not affect the marriage premium, which also contradicts the hypothesis that non-working wives specialize in household work while husbands specialize in market work.

2.2.4Age Diversity management and employee performance

A workforce with people of a particular age group has the potential of becoming obsolete if the experience attained by the older generation is not passed down to younger professionals. A workforce with different age sets creates an atmosphere in which each generation brings in a variety of skill sets (Finn, 2015). A poorly managed age diversity workforce results in boring and uninspired ideas, conservative attitudes towards strategies, inflexibility to change etc.(Starr, n.d.). The young generations bring in good working knowledge of business technology highly applicable today. They are likely to have a strong grasp on use of high-tech equipment and platforms such as social networking andwebcasting. Older generations bring in the traditional business skills into the organization. They are able to mentor the younger employees, thereby passing down the knowledge and experiences.

There is a correlation between in lessened job performance and age in some duties at workplace(Suttle, 2016). As people age, they tend to lose the hearing, and with such, duties involving listening to oral instructions may be affected. Impaired vision may also influence performance when people have trouble reading emails, research materials or even instructions. With age comes loss in muscle strength, physical strength and energy. Jobs requiring people to lift heavy objects, moving around or numerous routine tasks may be unsuitable for older generations of people. Young people, on the other hand, may lack the suitable experience that may be required in performing some duties and roles. With experience comes job knowledge. Job knowledge and experience have a direct impact on performance at work (Schmidt, Hunter, & Outerbridge, 1986).

Organizations therefore need to have a mix of all generations, in order to reap the benefits of a diverse and multi-generational workforce having a youthful exuberance, and mature employees with knowledge vast experience (Finn, 2015).

Matz-Costa, Carapinha, & Pitt-Catsoupes(2012) describes age as a very visible type of diversity which gives almost instant rise to discrimination. Bell posits that the rifest problems relating to age diversity is when a younger, inexperienced supervisor is put in charge of older, experienced employees. Older employees have higher levels of company loyalty, have better interpersonal skills, and are harder working and better at teamwork. Stereotypes regarding younger workers includes that they have greater absenteeism and job-related accidents (Wessels, 2008).

2.3Summary of literature review and Research Gaps

The chapter expounds on the issues identified in the first chapter. It discusses literature touching on the research objectives namely, to determine workforce diversity management and employees' performance at National Biosafety Authority; to evaluate the effects of educational background, gender diversity, marital status and age diversity on employees' performance.

This study will aim at filling up knowledge gaps identified in previous studies by establishing the effects of workforce diversity management and employee performance in National Biosafety Authority, Kenya.

Table 2.1 Summary of Empirical Review

Author	Findings	Gap to be filled
Jones (1993)	Points out, gender has been an area of diversity that has increasingly been embraced by both large and small firms. It has also provided some challenges to employers from legal perspective beyond compliance and non-discrimination status. There's great debate over whether experience or a college degree is more important in a job search.	As such, human resource managers are in most cases not well equipped to effectively practice diversity management, or identify what factors contribute to effective diversity management and the tasks that can deal with diversity related issues in the workplace.
(Dwyer, et al., 2003).	Various researchers studying diversity in the workplace have consistently found that organizations that emphasize collectivism in the work environment see more benefits of workplace diversity than organizations that emphasize individualism.	The paper did not consider how workforce diversity management could affect job performance.
Jayne and Dipboye (2004)	The study found out that some diversity management strategies such as emphasis on teamwork fosters better relationships within a department and can promote identity within the department or organization that moves beyond surface level differences.	This study however did not consider how teamwork as a diversity management strategy could affect the performance of individual employees.

Wamaitha (2013)	The study sought to establish the challenges of implementing workforce diversity policies in public universities in Kenya.	The study established that that although public universities in Kenya have in place workforce diversity policies they have not laid down strategies for effective implementation.
National Cohesion and Integration Commission (2012),	The Questions have been raised regarding workforce diversity in public universities in Kenya.	In a report released by the National Cohesion and Integration Commission (2012), indicated that most of the public universities in Kenya either had more than one-third of their employees from one community which is against the constitution, had majority of their employees from the local community in which the universities are located or had majority of their employees from the same ethnic group as the Vice-Chancellor/Principal or had more than one third of one community at the expense of other communities (National Cohesion and Integration Commission, 2012).

Source: Muthoni (2017)

However, despite several studies that have been conducted on workplace diversity in other public organisation, no study has been undertaken to study workplace diversity management and employee performance in National Biosafety Authority, Kenya.

2.4 Conceptual Framework

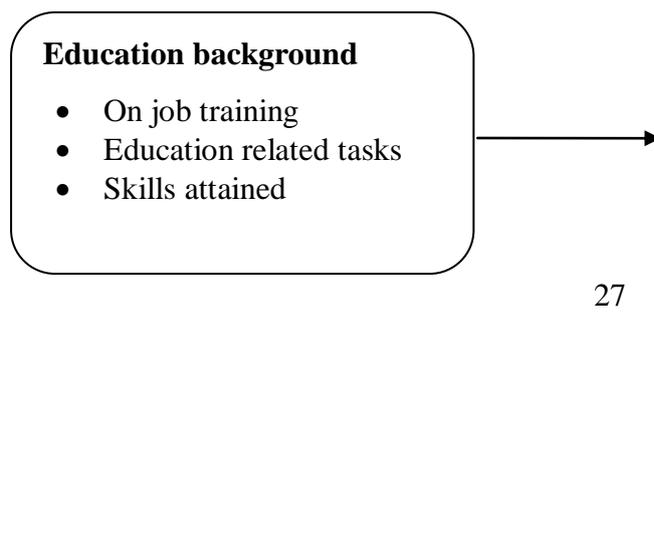
A conceptual framework is a logically developed, described and elaborated network of interrelationships among variables integral in the dynamics of a situation being investigated.

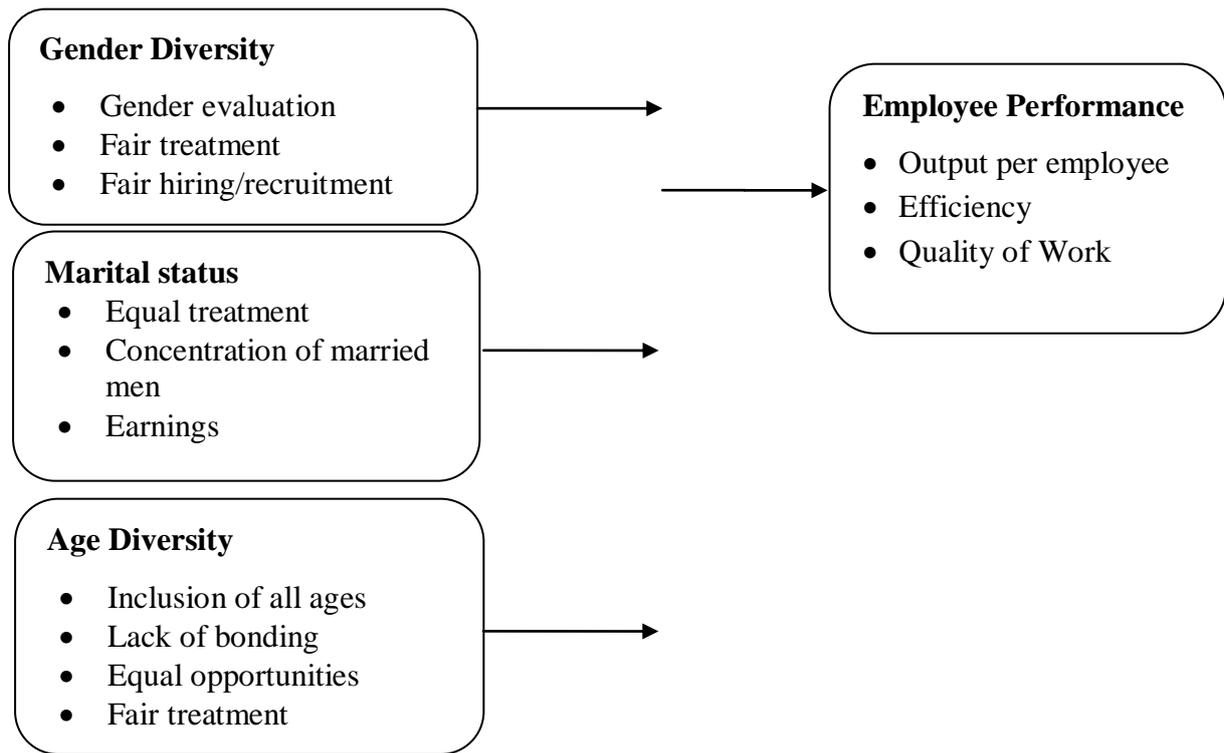
It explains the theory underlying these relationships and describes the nature and direction of these relationships.

A variable is a measurable characteristic that assumes different values among the subject. It is therefore a logical way of expressing a particular attribute in a subject (Mugenda and Mugenda, 2003). A dependent variable is the variable of primary interest to the researcher and is affected by independent variable. An independent variable is the one that influences the dependent variable in either a positive or negative way (Kothari, 2004).

The independent variables in this study are education background, gender, marital status, and age diversity while the dependent variable is employee performance. The conceptual framework is presented in Figure 2.1

Workforce Diversity





Independent Variables

Dependent Variable

Figure 2.1 Conceptual Framework

Source: Author (2017)

Figure 2.1 shows all the independent variables and the sub – variables that are to be tested in relation to the dependent variable and its sub variables. Using the model explained in chapter three, all these variables will be tested for significance to determine which ones are to be included in the final equation and which ones not to. Tables and graphs will be used to explain in detail how the independent variables relate to the dependent variable.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discussed the methodology used for this research. It described the research design as well as reasons for the choice of design, the population of the study, the target population, data collection and data analysis methods, and the methods for presenting the analyzed data.

3.2 Research design

Research design is the conceptual structure within which the research is to be conducted. The function of research design was to provide for the collection of relevant information with minimal expenditure of effort, time and money.

The study adopted descriptive research design. This design was chosen to help describe employee performance in relation to workforce diversity management by considering the case study at NBA. Robson (2002) points out that descriptive study portrays an accurate profile of persons, events or situation. The descriptive design helped to obtain information concerning the current state at NBA while describing, “what existed” with respect to different conditions or variables. Furthermore, the descriptive nature of the research provided detailed information about the research problem. This provided a general overview giving valuable pointers as to what variables were worth testing quantitatively. The independent variables that guided the research design were educational background, gender diversity, marital status and age diversity on employees’ performance. The study determined the workforce diversity management and employee performance in National Biosafety Authority, Kenya. Based on an association between the variables, a valid conclusion was derived to show a cause and effect.

3.3 Target Population

Population refers to the entire group of people, events, or things that the researcher wishes to investigate (Sekaran, 2003). The target population for this research was National Biosafety Authority and the respondents were employees/staff from all the departments. The respondents at NBA were made up of 6 senior and management staff, making up 15% of

the staff, 8 supervisory management staff which is 21% of the staff and 24 general staff, about 63% of all the staff.

Since the population was small, a census study was adopted and the entire population of staff was considered for the study. According to (Cooper & Schindler, 2007) a census is feasible when the population is small and necessary when the elements are quite different from each other. Therefore, a census study was deemed appropriate for study since the sampling frame was small; thus all the 38 managerial, supervisory and general staff at the National Biosafety Authority were considered for the study.

Table 3.1 Population Size

Category	Sampling Frame	Percentage
Senior & middle management	6	15.8%
Supervisory managers	8	21.0%
General staff	24	63.2%
Total	38	100%

(National Biosafety Authority, 2015).

3.4 Data collection instrument

Data collection was conducted using questionnaires. The research tool provided the input into a study and therefore the quality and validity of the output (the findings) were solely dependent on it. The study collected primary data. The questionnaire had both closed and open-ended questions. The closed ended questions enabled the researcher to collect quantitative data while open-ended questions enabled the researcher to collect qualitative data. The questionnaire sought to collect demographic data measures of performance indices measures. Questionnaires were considered for the study since they provided a high degree of data standardization, were relatively quick to collect information from people in a non-threatening way and they were cheap to administer. According to (Kombo & Tromp, 2006), a self-administered questionnaire is the only way to elicit self report on people's opinion, attitudes, beliefs and values. Mugenda and Mugenda (1999) acknowledges that questionnaires give a detailed answer to complex problems. Independent variables used

recorded categorical or continuous data depending on the variable. The dependent variable used was measured on a 5-point Likert-type scale as adopted by (Ugwuzor, 2014) ranging from “not at all” or least degree of occurrence to “to a very great extent” of the highest degree of occurrence. The scale measured performance variables including employee’s quality of work, efficiency and output.

The questionnaires were divided into five parts. Part A of the questionnaire obtained demographic information about the respondent such as age, job title, employment tenure, and job responsibility. This part obtained nominal data excluding the age of the respondents and length of tenure which was a ratio measurement level. Sections B to E of the questionnaire applied a five-point Likert scale in Part B to E. The responses ranged from *strongly agree*, *agree*, *not sure*, *disagree*, and *strongly disagree*. These sections obtained ordinal data on effects of educational background, gender diversity, marital status and age diversity of the respondents.

3.5 Data collection method

Data collection refers to the methodology and the instruments that the researcher was used during the data collection process (Kothari, 2004). These are the methods that were used to obtain information from the subjects of interest. There was the use of questionnaire which was given to the respondents. The questionnaire was pre-tested prior to being administered to the selected sample. This method of data collection was employed due to its flexibility and ability of the interviewer to clarify any difficult question. It was also good as it ensured cooperation from the interviewee, and allowed the researcher to alleviate any confidentiality issues that arose.

3.6 Validity and Reliability

Reliability is the degree to which an assessment tool produces stable and consistent results. The reliability of a scale indicates how free it is from random error. The questionnaire was pre-tested prior to being administered to the selected sample. The study conducted a pilot to check for validity and reliability of the questionnaire. The most frequently used indicator of a scale’s reliability is the test-retest reliability (also referred to as ‘temporal stability’). Validity refers to the degree to which the measure reflects the underlying construct, that is, whether it measures what it purports to measure. The research intended to subject the questionnaire to staff in National Biosafety Authority to participate in the pilot study.

3.6.1 Validity

Validity of the questionnaire was established by the researcher and supervisor reviewing the items. Before the actual study, the instruments were discussed with supervisors. The feedback from the supervisors and the experts helped in modification of the instruments. This ensured that the questionnaire collected reliable information and also improved the response rate.

3.6.2 Reliability

Mugenda and Mugenda (2006) describe reliability as the precision and accuracy of the instrument. The test-retest reliability of a scale was assessed by administering the questionnaire to the same group of people on two different occasions, and made analysis between the two scores obtained to identify if they were different. Analysis conducted was used to detect if there was a difference in means in the two samples using a paired t-test. Results that showed no significant difference in means of the two samples indicated a good reliable instrument.

3.7 Data analysis and Presentation

This study produced both quantitative and qualitative data. Once the questionnaires were received, they were coded and edited for completeness and consistency. Quantitative data was analyzed by employing descriptive statistics and inferential analysis using statistical package for social science (SPSS). This technique gives simple summaries about the sample data and presents quantitative descriptions in a manageable form, Gupta (2004). Together with simple graphics analysis, descriptive statistics form the basis of virtually every quantitative analysis to data, Kothari (2004). The data was presented using frequency distribution tables, bar charts and pie charts for easier understanding.

Qualitative Content analysis was also used to address the qualitative information obtained from key informants. Qualitative analysis addressed some of the weaknesses of the quantitative approach. It investigated the relationship between the response variable, performance, and the other predictor variables including age, marital status, education background and gender.

Multiple regression model was used for regression analysis. It fitted a model relating a response variable Y to multiple predictor variables X_1 , X_2 , X_3 and X_4 by fitting a linear equation to observed data. Every value of the independent variable X was associated with a

value of the dependable variable Y. Predictor variables highly correlated amongst themselves resulted in coefficients of the resulting least squares fit that were very imprecise. The SPSS program was used to test whether all the predictor variables, or only a subset was included in the fit. The prediction of Y was accomplished using the following equation:

$$Y'_i = \beta_0 + b_1X_{1i} + b_2X_{2i} + b_3X_{3i} + b_4X_{4i} + \dots + b_kX_{ki}$$

Where,

Y'_i = Employee performance

β_0 = constant (coefficient of intercept)

X_1 = Education background

X_2 = Gender diversity

X_3 = Marital status

X_4 = Age diversity

$B_1 \dots B_4$ = regression coefficient of four variables

The values of "b" called regression weights were computed in a way that minimized sum of squared deviations:

$$\sum_{i=1}^N (Y_i - Y'_i)^2$$

The logistic regression model was used to control for confounding and prediction of the factors that affected employee performance at the workplace.

3.8 Ethical considerations

The rights, values, interests and dignity of persons to be interviewed were respected. This included any ethical issues revolving confidentiality, safety, health, equality and diversity of individuals.

Participation of the respondents was voluntary and non-coerced. The participants were informed of their right to refuse to participate, or their right to withdraw from the interview at any point. Their withdrawal would not have any consequences whatsoever.

The research was conducted in a free and transparent way, to withhold integrity and honesty. The data was collected in a transparent manner, and was not changed with an intention to skew results.

The independence of the research was upheld and any conflicts of interest that arose were made explicit. The researcher was not swayed by the management with the intention of changing answers or responses from the interviewees, or to write reports favouring the structure and organization of the organization

CHAPTER FOUR

RESULTS AND FINDINGS

4.0 Introduction

This section displays results from the data collected at NBA. The results are presented in tables, charts, figures and frequency tables. The results presented are organized in different sections in relation to the objectives of the study. The sections are demographic results, descriptive and regression results of the study variables that is, educationbackground, gender diversity, marital status and age diversity influence on employee performance.

4.1 Demographic Results

4.1.1 Education Level

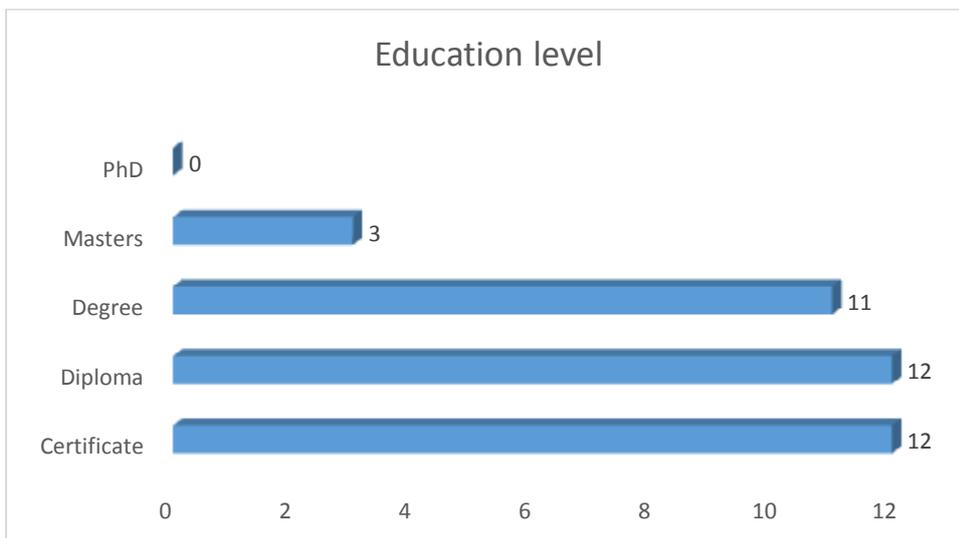


Figure 4.1
Source: Author (2017)

Figure 4.1 shows the level of education of employees recruited at NBA. All employees were learned with the lowest qualified staff having at least a certificate. Certificate and diploma holders made the bulk of the population at 12 each. Degree holders formed the middle pack at 11 staff while fewest employees possessing a Master's degree. This implied that respondents were well educated and that they were in a position to respond to research questions with ease. Tracy (2011) argued that educational background is important to employees and that they cannot perform well without education.

4.1.2 Gender Representation

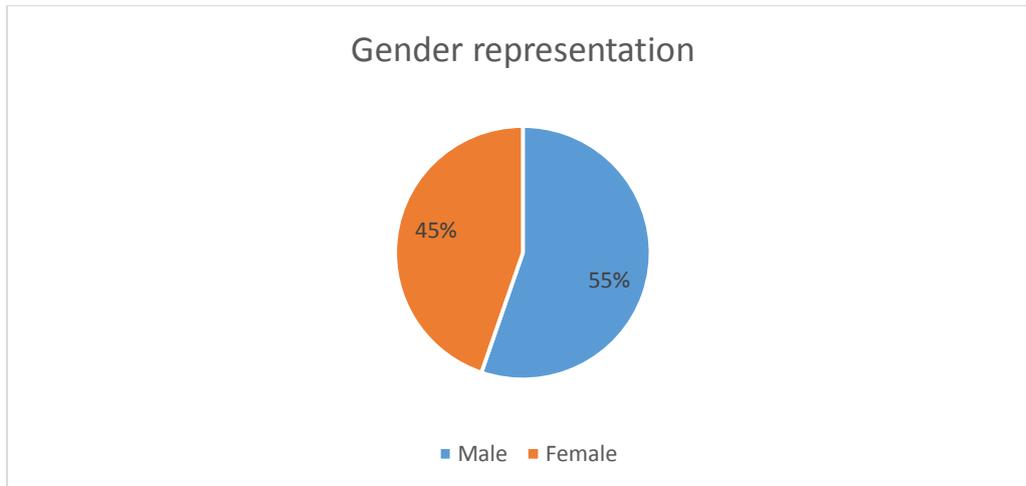


Figure 4.2
Source: Author (2017)

Figure 4.2 is a gender representation of staff at NBA. Out of all the staff interviewed, 21 were male making 55% of the total population while 17 were female, 44% of the entire population. Therefore both gender were well represented. Kundu (2003) stated that hiring women helps an organization tap niche in the market. However, it was evident that being a man or woman did not encourage or discouraged one on performance.

4.1.3 Marital Status

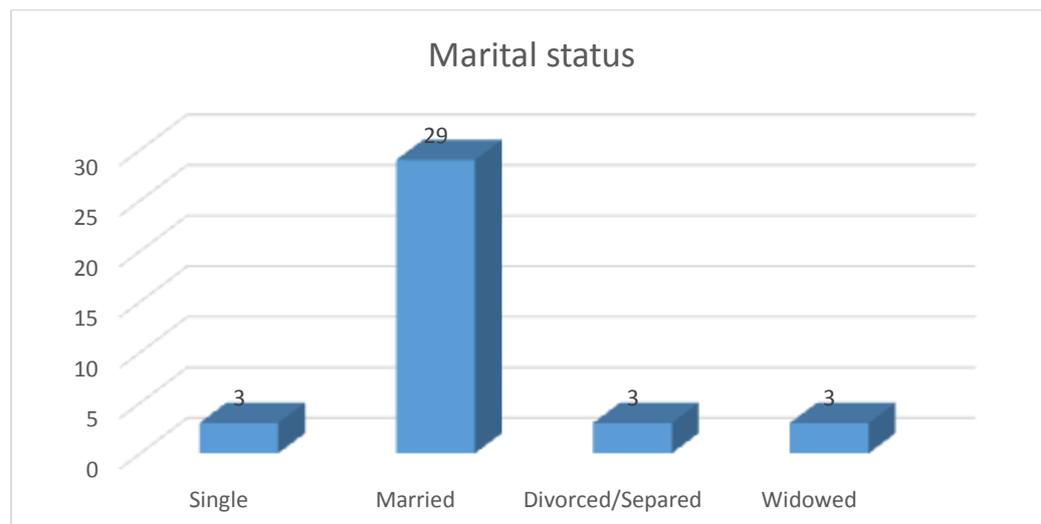


Figure 4.3
Source: Author (2017)

Figure 4.3 is a diversity of employees at NBA having different marital status. 29 employees were married, making a total of 76%. Single, divorced/separated and widowed employees were few, splitting the remaining 26% equally between one another. This implied that majority of staff were married. (Van Knippenberg, Haslam, & Platow, 2007) however concluded that unmarried employees perform better at workplace because they have little or no commitments towards their families compared to their married counterparts.

4.1.4 Age Representation of Employees

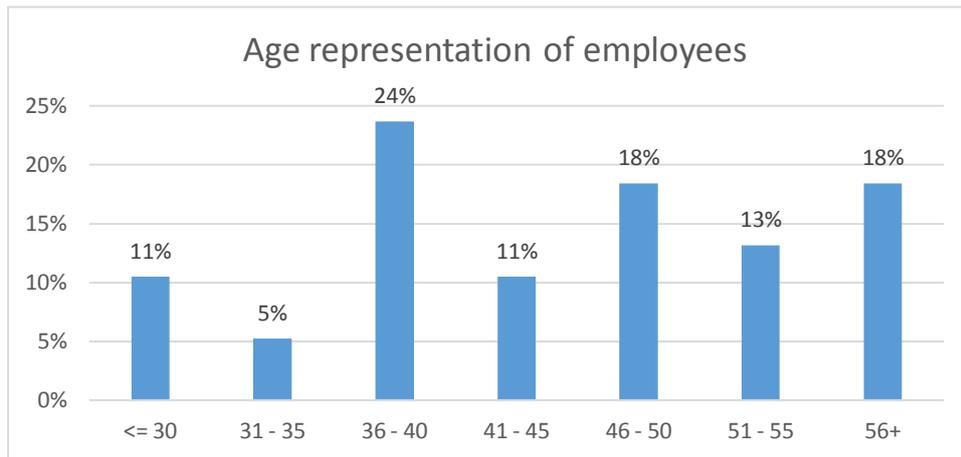


Figure 4.4
Source: Author (2017)

Figure 4.4 shows the age diversity of staff at NBA. From the bar chart, it can be observed that the organization values age diversity due to presence of employees of all age groups. 24% of all employees were between 36 and 40 years while only 5% of employees are between 31 and 35 years. A younger generation of employees below 30 years was also represented at 11%. This was an indication that age diversity was exercised at the organization. This implies that respondents were well distributed in terms of their age. Organizations therefore need to have a mix of all generations, in order to reap the benefits of a diverse and multi-generational workforce having a youthful exuberance, and mature employees with knowledge vast experience (Finn, 2015)

4.2 Descriptive analysis

4.2.1 Education Background and Employee Performance

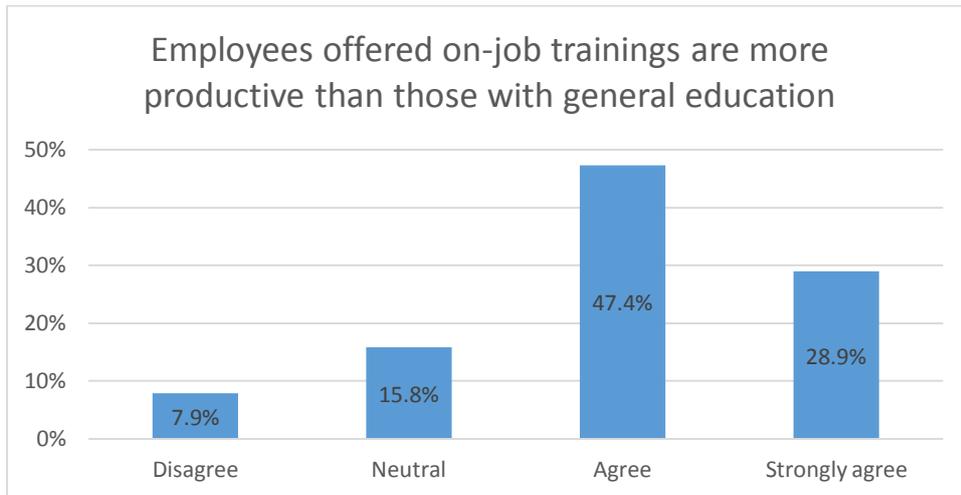


Figure 4.5

Source: Author (2017)

Most employees were of the opinion that on-job training and education offered them additional skills that enhanced their productivity at the workplace. On average, a total of 76% agreed to that consisting of 18 agreeing and 11 strongly agreeing. A few did not share the same opinion and disagreed to that, at about 7.9%. Only handfuls were unsure of the influence of on-job training on productivity, about 6 employees at 15%.

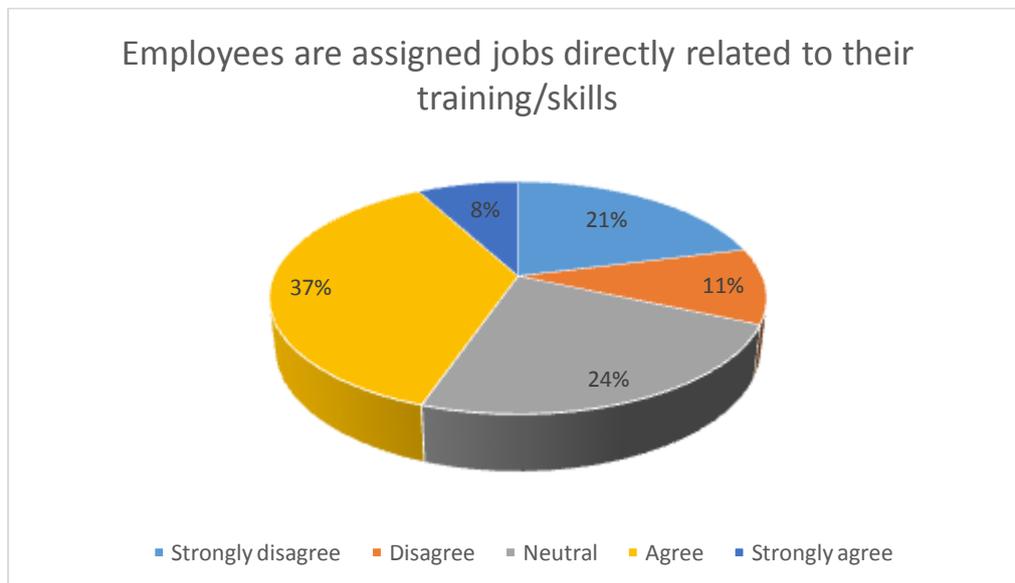


Figure 4.6

Source: Author (2017)

Figure 4.6 shows staff opinions on whether they have been assigned tasks directly related to their specialities in terms of training and skills. 14 staff making 37% of the population agreed that the work they were doing was aligned to their skills. 24% of them were unsure of people being assigned to what they have trained. 8% of employees strongly agreed that assignments were allocated according to each person’s skill sets while the rest disagreed. This implied that majority thought their tasks were aligned to their skills.

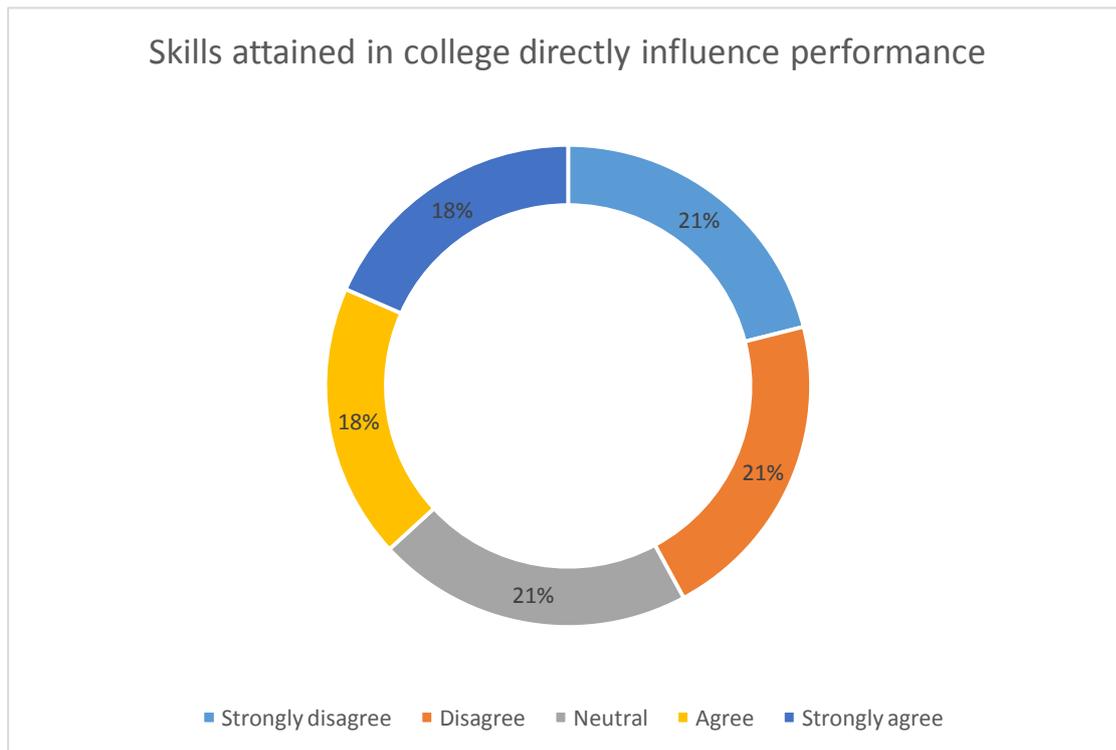


Figure 4.7
Source: Author (2017)

Figure 4.7 shows division of opinion on influence of college skills and performance. All staff had varied opinions on whether skills attained in college actually influenced work performance. A total of 16 employees did not agree to that, with 21% disagreeing and another 21% disagreeing strongly. 8 employees were unsure while of 14 employees who agreed, 18.4% agreed strongly. Majority of employees therefore indicated that skills attained in college did not influence performance.

4.2.2 Gender Diversity and Employee Performance

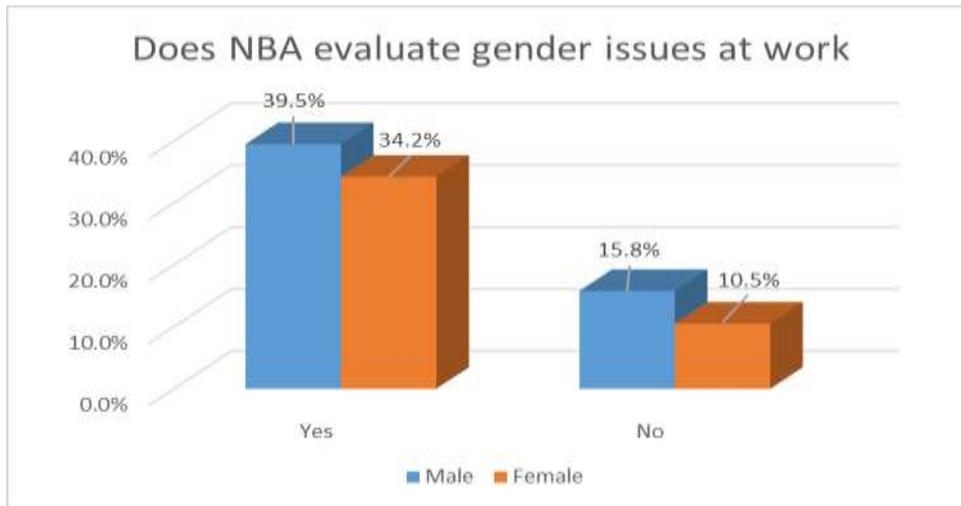


Figure 4.8

Source: Author (2017)

Figure 4.8 shows male and female staff at NBA contrasting sharply on evaluation of gender issues at work. Of the 74% staff who believed that their employer evaluates gender issues, 15 were men while 13 are women. Most men believed that NBA assesses any arising issues on gender. 26% of staff did not believe that their employer takes gender based issues seriously. Of the 26% disagreeing, 6 were men while the remaining 4 were women. This implied that majority of employees had the perception that gender issues were evaluated at NBA.

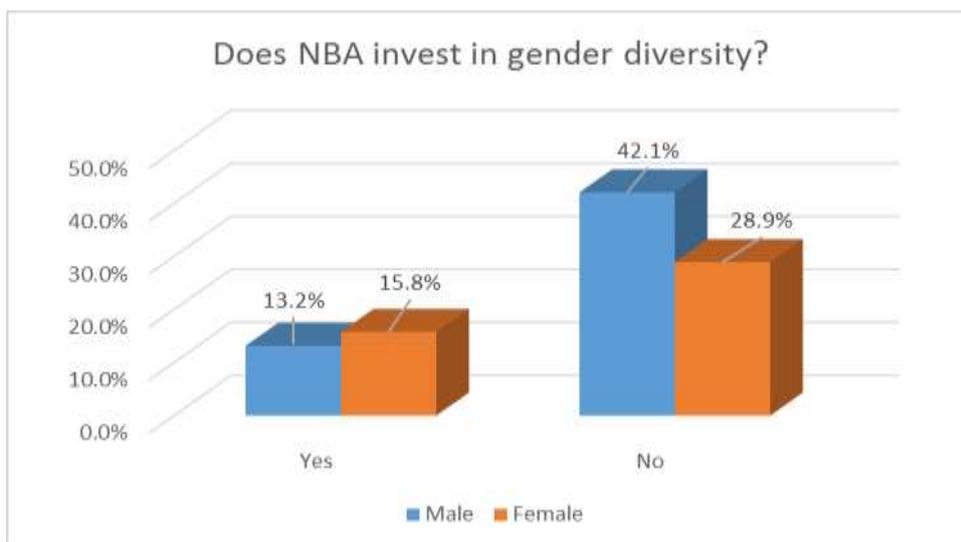


Figure 4.9

Source: Author (2017)

Figure 4.9 is an indication that NBA does not invest in gender diversity with 71% of them saying that the organization does not invest in gender diversity. Out of this number, 11 were female while 16 were male. On the other hand, 5 male staff and 6 female staff remained convinced that the organization had done its part in investing in gender diversity making a total of 29% of the population. They further stated that the organization had done this investment through various avenues such as organizing workshops, seminars and other types of training. This was an indication that the organization did not adequately in gender diversity.

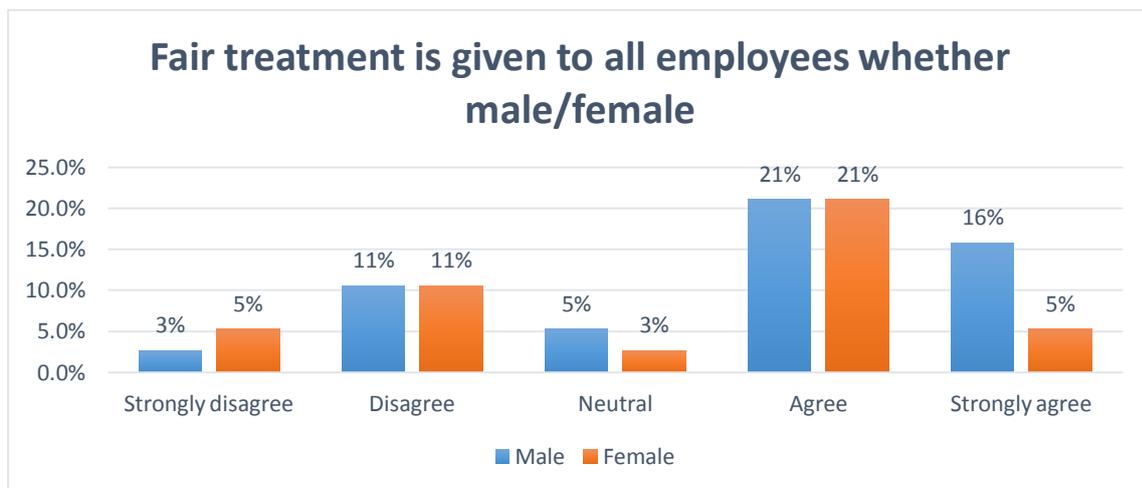


Figure 4.10
Source: Author (2017)

Staffs were interviewed on whether they were treated fairly at the workplace regardless of their gender. As figure 4.10 outlines, 42% of all staff agreed they receive fair treatment, and half of these were women. 22% of the population consisting of 7(21%) women and 7 (21%) men insisted that fair treatment was not given at the work place. Only a handful had a very strong opinion that disagreed on fair treatment being offered at the workplace with 5% being female and 3% being males. On the other end, about 8 employees strongly believed that NBA offered fair treatment to all staff. This implied that most employees thought that the organization provided fair treatment to its employees.



Figure 4.11

Source: Author (2017)

Figure 4.11 shows recruitment and hiring perceptions of staff at NBA. A cumulative total of 71% staff believed that hiring and recruitment at the organization is fair and observes gender equality. 18% of staff were not sure whether the organization observed fair hiring processes. 3% of staff strongly disagreed on observation of gender equality at NBA on issues of hiring and recruitment. This revealed that most employees thought that the organization exercised fair treatment during recruitment and hiring.

4.2.3 Marital status and employee performance

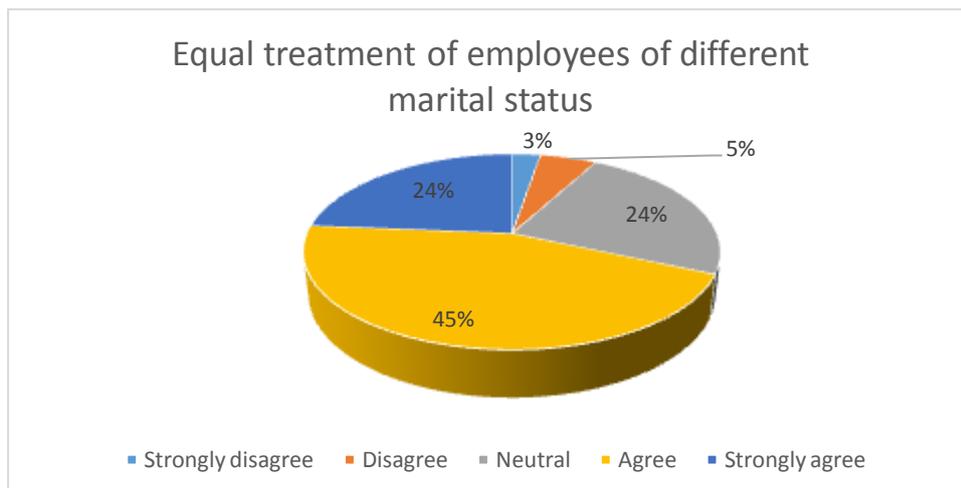


Figure 4.12

Source: Author (2017)

Most employees concurred that the NBA exercised fair treatment of employees of different marital status as shown in figure 4.12. 45% strongly disagreed while 24% agreed. 24% of staff were equally unsure of equal treatment at NBA. A total of 8% of staff felt that the organization did not treat employees fairly based on their marital status, with 5% of those strongly disagreeing.

Table 4.1 Married men concentrate more at work than unmarried

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	12	31.6	31.6	31.6
	Disagree	9	23.7	23.7	55.3
	Neutral	9	23.7	23.7	78.9
	Agree	8	21.1	21.1	100.0
	Total	38	100.0	100.0	

Source: Author (2017)

From Table 4.1, a cumulative 55.3% of respondents did not believe that married men concentrate more at the workplace as compared to their unmarried counterparts. Only 21.7% of the respondents acknowledged that married men concentrated more at work than unmarried men did. This data is further portrayed in figure 4.13

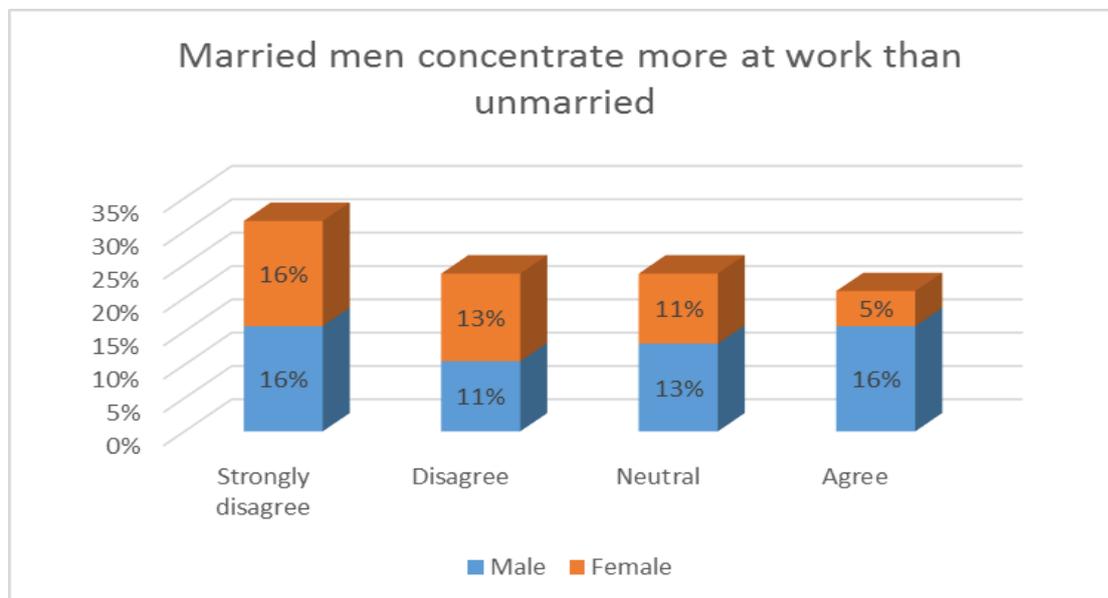


Figure 4.13

Source: Author (2017)

Figure 4.13 is a further description of table 4.2. Of the cumulative 55.3% who did not believe that married men concentrate more at the workplace as compared to their unmarried counterparts, 10 were male and 11 were women, a representation of 27% and 28%. Unsure respondents represented 13% males and 11% females. This implies that most employees had the perception that married men did not concentrate more at the workplace than unmarried men.

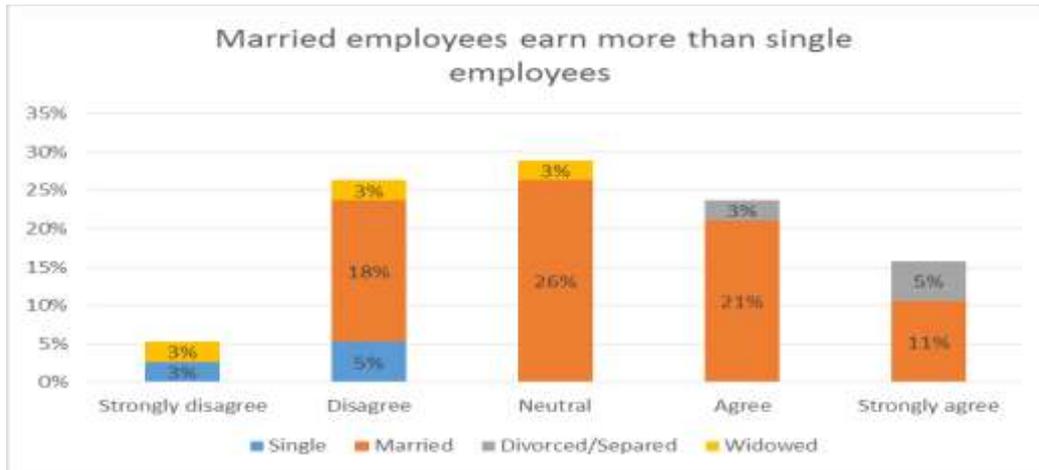


Figure 4.14
Source: Author (2017)

Figure 4.14 is a display on whether married employees are higher income earners as compared to their single counterparts. From the figure, majority opted to remain neutral, mainly due to unawareness of what their counter parts were earning. On the other hand, a cumulative 12 employees disagreed to this fact with the married respondents making the bulk of the employees at 18%. About 15 respondents agreed that married employees earned more than single counterparts do, with this lot including those agreeing, and strongly agreeing. From the figure, it was not very clear as to whether married employee earned more than their single counterparts.

4.2.4 Age diversity and Employee Performance

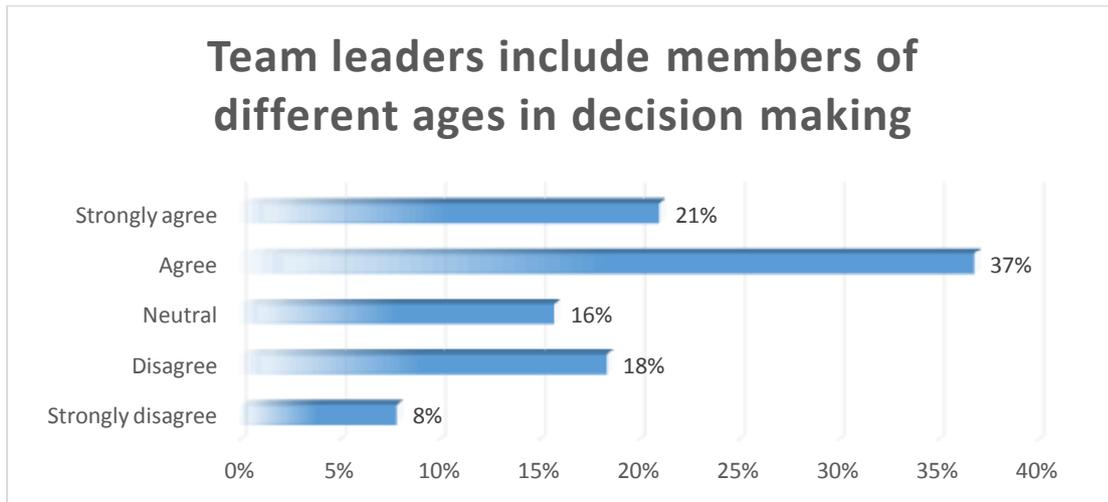


Figure 4.15

Source: Author (2017)

Figure 4.15 shows that most respondents agree that team leaders within the organization observe age diversity by including people of all ages in problem solving and decision making. 21% and 37% of the employees agreed and strongly agreed a representation of about 22 respondents. 18% disagreeing and 8% strongly disagreeing was a representation of 10 employees. 6 employees were neutral on the matter, which was about 16% of the respondents. This implied that most employees had the perception that team leaders practiced age diversity by including member of all age groups in decision making.

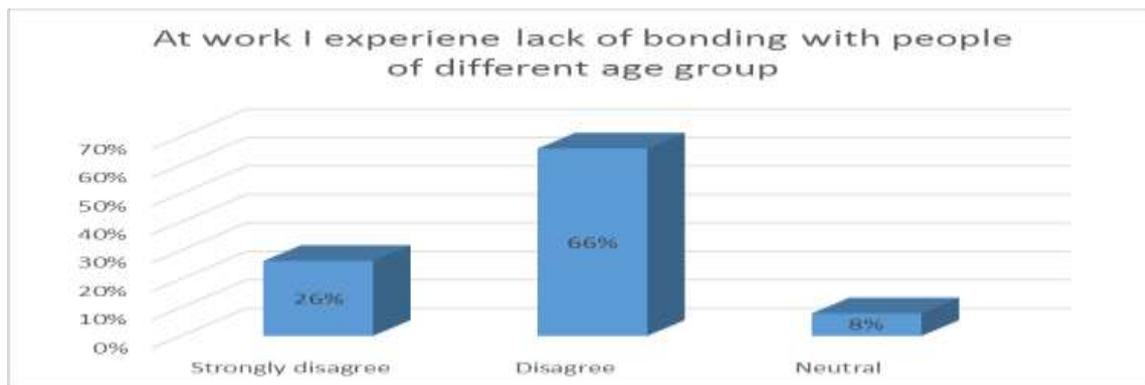


Figure 4.16

Source: Author (2017)

From figure 4.16, 92% of employees confirmed that they were comfortable working with all age groups by disagreeing to experiencing lack of bonding to different age groups. Majority

of employees did not think there was lack of bonding. Therefore issues of bonding as a result of age differences at the workplace were non-existent.

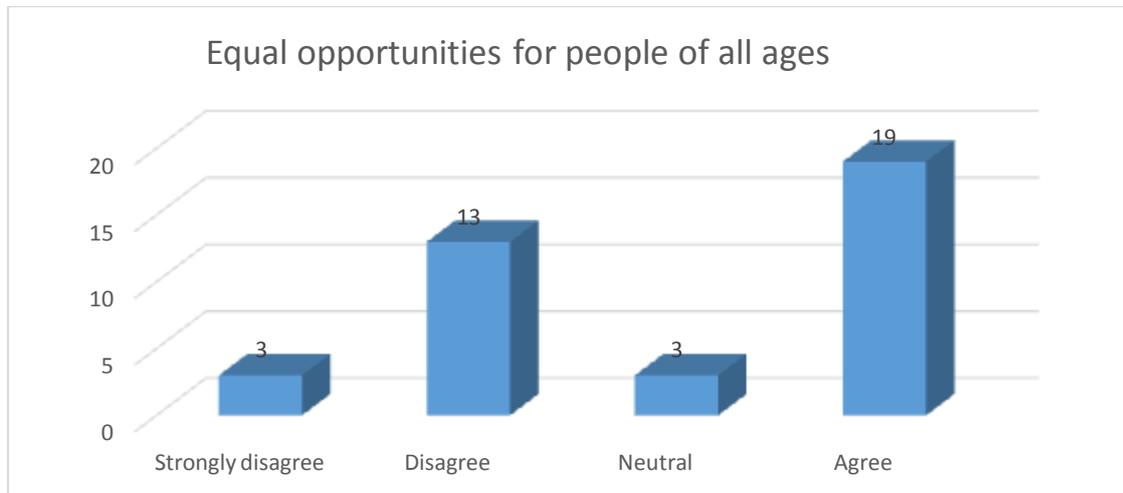


Figure 4.17

Source: Author (2017)

There was a sharp division on the how opportunities were shared at NBA as shown in figure 4.17. Half of the employees believed that opportunities at the workplace were shared fairly among all employees, while 16 employees thought that opportunities were unfairly awarded based on ages of employees. Only three employees were unsure on distribution of employees at the workplace. It can be implied that there was a sharp division of employees along availability of equal opportunities.

Table 4.2 Fair treatment

Employees of different ages are valued equally and fairly				
	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	22	57.9	57.9	57.9
Strongly agree	16	42.1	42.1	100.0
Total	38	100.0	100.0	

Source: Author (2017)

All respondents concurred that employees of different ages at NBA were valued and treated fairly at the workplace as shown in table 4.2. This was an indication that there was no discrimination based on age differences at NBA.

4.3 Regression analysis

Table 4.3 Regression table

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.515 ^a	.265	.176	1.29283	.265	2.980	4	33	.033
<i>a. Predictors: (Constant), Education diversity, Marital status diversity, Gender diversity, Age diversity</i>									
ANOVA ^a									
Model	Sum of Squares			df	Mean Square	F	Sig.		
Regression	19.923			4	4.981	2.98	.033 ^b		
Residual	55.156			33	1.671				
Total	75.079			37					
<i>a. Dependent Variable: Total performance indicators</i>									
<i>b. Predictors: (Constant), Education diversity, Marital status diversity, Gender diversity, Age diversity</i>									
Coefficients ^a									
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.				
	Beta	Std. Error	Beta						
(Constant)	12.055	1.097		10.99	0				
Age diversity influence performance	0.472	0.169	0.435	2.784	0.01				
Marital status influence performance	-0.123	0.197	-0.094	-0.625	0.54				
Gender diversity influence performance	0.293	0.171	0.257	1.716	0.1				
Education influence performance	0.11	0.165	0.105	0.669	0.51				
<i>a. Dependent Variable: Total performance indicators</i>									

Table 4.3 shows the regression analysis results. The dependent variable is performance while the independent variables are age, marital status, education and gender diversity. From the model summary in the first part of the table, the R-value showed a simple correlation value of all the independent variables to the dependent variable, which was 0.515. This is an indication of a strong positive correlation between the independent variables to the dependent variable. The reported R squared value showed how much of the variance in the dependable

variable was explained by the model (which included age, marital status, education and gender diversity). The R squared value was 0.265 or 26.5%. The statistical significance of this value was reported in the ANOVA table where the p-value of the regression 0.033 was less than a p-value of 0.05. This tested the null hypothesis and indicated that the multiple R-value in the population was not equal to zero.

The coefficients part of the table showed the contribution of each independent variable to the dependent variable. The Beta column of the standardized coefficients showed that age diversity gave the largest contribution to performance by a value of 0.435. This value was supported by a sig. value of 0.01, which was less than a p-value of 0.05. Age diversity made the greatest significant contribution to performance of employees. Gender diversity, education level diversity and marital status diversity contributed slightly to performance of employees given by beta values of 0.257, 0.105 and 0.094 respectively. However, significance level (sig) indicated that the contribution of the three variables was insignificant since they all have p-values greater than 0.05.

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter provides a discussion of findings, conclusions and recommendations of the study based on the objectives of the study. This section explains in detail the meaning of results obtained in chapter four. It describes in detail what the results mean, and how age, gender, marital status and education diversity affect performance. It entails a synthesis of key issues of the objectives of the study as deduced from the entire research and the recommendations thereof.

5.1 Influence of education background on employee performance

Employees at NBA were educated with the highest qualification being at Masters level and the lowest at certificate level. Majority of staff possessed degrees, diplomas and certificates with only three having the Masters qualification

About 92% of employees had the perception that the level of education of an individual had a direct influence on their work output. They would further indicate that education was an important aspect in developing an individual's skill set that would make them better at the workplace in terms of productivity.

A cumulative 52% of staff indicated that productivity of employees was enhanced by the level of education of an individual. A representation of 24% employees did not feel convinced that more educated employees would perform their jobs better than them. This could be attributed to them believing that experience also contributed more towards productivity than just education. On the other hand, when asked whether less educated employees had productivity equal to those of their more educated counterparts, 77% did not believe that their lesser educated colleagues could match their productivity. More educated employees believed that their work experience complemented with their higher level of education gave them a better competitive edge with regards to productivity.

About 76% of employees had the perception that trainings offered at the workplace improved their ability to achieve their goals, targets and thereby improving their productivity. This was a result of gaining additional skills that were job related, enabling them perform their duties

more effectively. 8% of employees however did not believe that training at the workplace would bring an effect if the skills being trained were not being applied at the current position held by the employee, or department they were working at the time.

Better employee performance can be achieved when employees are allocated tasks or duties they have most knowledge or experience in. At NBA however, only 45% of employees believe that jobs are assigned according to employee skills, training or education. 32% did not think that allocation of tasks was based on individual's skills or training. This is an indication that other factors were considered when majority of employees were allocated roles within the organization.

Only 36% of employees believed that skills attained in college did influence the quality of work at the workplace. 42% did not believe that skills attained in college enhanced their performance. Most of the employees did not necessarily have the skills directly related to the jobs they were holding or tasks they were working on. Therefore, the skills attained in college would be irrelevant in their current positions, and would not enhance performance.

On overall, 82% of staff had the perception that education did play an important role in influencing performance. The reported effect of education on performance varied from a small extent to a very great extent in different employees.

Regression analysis revealed that education had an influence on performance as shown by a beta value of 0.105 of the standardized coefficients. This contribution was however not significant to the performance of employees since the p-value was 0.51 which was greater than 0.05.

5.2 Influence of gender diversity on employee performance

National Biosafety Authority was found to be an organization keen on gender equality. The number of women was at 45% with that of men slightly higher at 55%. Positions in the organizations are also equally shared among all genders. While a male holds the executive and senior position, there are also women holding the managerial positions as well. At the entry level, gender equality has also been practiced with 49% of staff being female employees.

Only 74% of employees believed that NBA evaluates gender issues at work while 26% did not believe that gender issues are assessed as they should. A further 71% did not think the organization invests in gender diversity issues. The few who did think the organization has played a role in ensuring gender diversity mentioned that the organization has offered trainings, workshops and seminars to sensitise on gender diversity in the organization.

About 63% of employees agreed that there was fair treatment at the workplace while 30% did not feel that all employees were treated the same or equally. The latter group felt that there was a form of discrimination along gender lines. A further 42% of employees thought the organization did not create opportunities aimed at growth and advancement of women. Only 16% of employees had a contrary opinion.

In general, 92% of employees had the perception that observing gender diversity at the workplace had an impact on their performance. They stated that this influence existed at different levels ranging from a small extent, a moderate extent, great extent and to a very great extent.

Overall perception of gender diversity indicated that 92% of staff believed that gender diversity played an important role in influencing the performance of employees at NBA.

Regression analysis indicated that gender contributed positively towards the performance of employees as shown by the beta value of 0.257. This contribution was however not very significant as evident from the p-value of 0.1, which was greater than 0.05.

5.3 Influence of marital status on employee performance

NBA hires staff of different marital status. 76% of staff are married perhaps as a result of having worked at the organization for some time, and getting married as they age. The remaining 24% of staff are spread equally at 7.9% each between being single, widowed and divorced/separated.

Only 45% of employees did not believe that the marital status of an individual influenced their work output at work, while 55% thought it was a factor contributing to work output. Majority of single people thought that marital status of an individual affected their output. On the other hand, majority of married, widowed or divorce/separated people did not think marital status of individuals affected their output.

More than half of NBA employees thought that married women still had high output levels, and that their contribution did not drop because of being tied down to responsibilities and duties at home. Women are usually the more involved family members at home compared to their male counterparts. On the other hand, 8 employees were unsure about the output of married at the workplace while 10 employees making 26% of all staff believing that the output of married women at work was influenced by home responsibilities. They were therefore convinced that their work output dropped.

The notion that married men concentrate more at work compared to their unmarried colleagues was put to test and more than 55% of employees disagreed to that. More men than women disagreed to this perception. This could be as a result of most men being sole breadwinners of their respective families, and could spend more time thinking of providing for their families. Only 21% of the employees claimed the contrary while 24% were unsure. Those who agreed may have had a perception that married men are more stable and settled at home especially where women perform most house chores.

There was a sharp division on whether married employees earn more compared to single employees. Only 31% of staff did not think that married employees earn more. 38% of employees thought that married employees earn more. This could be as a result of most married employees being older, experienced and having worked in the organization long enough to get promotions, thereby earning more.

Regression analysis of marital status and performance revealed that marital status did not have an effect on performance of employees. This was shown by the beta value of 0.094, which shows no positive contribution to the performance of employees. This was further confirmed by a p-value of 0.54 which was greater than 0.05.

5.4 Influence of age diversity on employee performance

Age diversification at NBA was also observed with employees belonging to all age groups. Employee's ages were spread evenly with the youngest having 21 years and the oldest at 60 years. The senior positions within the organization such as executive and senior managers were held by the older experienced staff while the younger generations were mainly working at entry level, with one between 36 and 40 years performing the role of manager.

More employees believed that age diversity at the workplace affects output. Older employees at NBA seemed to understand the importance of age diversity since majority of those that agreed were 36 years and above. Having age diversity at the workplace brings together people of different ideas, innovativeness, decision making and problem solving skills. Such a mix of employees is capable of working together in a team setting and providing solutions to a myriad of problems.

56% of staff NBA reported that their team leaders exercised inclusivity at the workplace by allowing members of all age groups to participate in decision making and problem solving duties. Fewer staff, about 26% did not report observing their team leaders exercise inclusivity. With team work being an important aspect at the workplace, inclusivity and working as a team can enhance performance. In this regard, all employees showed that they valued age diversity, and they were positive about it being practiced at NBA. 82% also reported that they did not believe that age diversity would bring about conflicts at the workplace. 92% of employees indicated that they did not have problems of bonding with employees of different age groups. All age groups showed no problems of having problems with bonding.

On overall, 82% of staff showed that age diversity at NBA influenced performance, and its effects could range from a small extent, to a very great extent.

Regression analysis indicated that age diversity had the greatest contribution to performance of employees with a beta value of 0.435, and this was supported by a p-value of 0.01, which was less than 0.05. Therefore, age diversity was the main contributing variable to performance at NBA

5.5 Conclusions

The study concluded that age, education and gender diversity at NBA were the primary contributors to employee performance. An age diverse workforce creates an atmosphere in which each generation brings in a variety of skill sets important in problem solving and meeting of objectives. Age groups of employees at NBA were diversified and therefore the organization reaps the benefits of that through improved performance. Gender equality brings about a balanced gender mix of employees that possess an assortment of expertise and abilities, and such diversified teams created improved output thereby improving the

performance. Educated people perform certain tasks more easily and efficiently compared to illiterate or lesser educated. In this study however, education level portrayed a weak relationship with performance, mainly because most of the employees reported that they work in departments/ jobs that do not utilize the skills they learnt in higher learning institutions. Therefore, their level of education may have not been a key contributor to performance of staff. Marital status of employees did not seem to show a direct influence on performance.

5.6 Recommendations

The organization should make efforts on creating awareness and conducting trainings touching on workplace diversity since most of the staff did not think the organization has invested enough in sensitizing employees.

The organization should focus on assigning tasks to employees possessing relevant skills and trainings to enhance performance. Most of the employees confirmed that they were not assigned tasks that they had been trained on both at the workplace and in college. Therefore, performance at the organization would be enhanced if they were applying their skills and expertise.

The organization should organize team building activities to ensure that the staff who are unsure of the effect of age diversity on lack of bonding are engaged with staff of different age groups both at a professional and a social level.

5.7 Suggestions for further research

This study was mainly a perception based study that focussed on finding out the perceptions of employees on different aspects that influence performance at the workplace. It would be advised that future studies be based on testing performance of employees in different organizations and compare those implementing workforce diversity and those that are not.

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APPENDICES

APPENDIX 1: TRANSMITTAL LETTER

Doreen Muthoni Muthiora,

P.O. Box 50758 -00200,

Nairobi, Kenya.

Email: doreenmut86@gmail.com

Dear Respondent,

RE: INTRODUCTION LETTER

I am a student at Kenyatta University pursuing Masters in Business Administration-Human Resource Management option. I am currently undertaking a research project on “workforce diversity management and employee performance in National Biosafety Authority, Kenya”.

The purpose of this questionnaire is to collect data that will be used for academic purposes only. I am humbly requesting your assistance in conducting this research by answering all the questions in this questionnaire honestly. The information you give shall be treated as strictly confidential. Your assistance will be highly appreciated

Yours Sincerely,

D.M.M

Doreen Muthoni Muthiora

Registration Number: D53/CTY/PT/29719/2014

APPENDIX 2: QUESTIONNAIRE

This research is a requirement for fulfilment of the Master Degree of Business Administration (Human Resource Option) program at Kenyatta University. It aims to determine the workforce diversity management and employee performance in National Biosafety Authority, Kenya. The findings will seek to show the strengths and weaknesses of the organization's employeeworkforce diversity management and performance of National Biosafety Authority. This questionnaire is part of an academic exercise to help the researcher collect information about the topic. It has been designed to ensure that all information that you provide will be treated as confidential. None of the information revealed in your responses will be attributed to you (individually) or the Organization.

PLEASE ANSWER ALL OF THE QUESTIONS. TICK IN THE BOXES AND WRITE IN THE SPACES PROVIDED.

SECTION A: GENERAL INFORMATION

1. What department do you work in? _____
2. Gender: Male Female
3. Age
 - i) 20-25 years
 - ii). 25-35 years
 - iii). 36-45 years
 - iv). 46-55 years
 - v). Over 55 years
4. Position in the organization
[] Senior Manager [] Manager [] Senior Executive [] Executive [] Entry Level
5. What is your highest level of academic qualification?
 - i) Certificate or Diploma
 - ii) Degree
 - iii). Masters
 - v) PhD
 - v). Others (specify).....
6. What is your marital status?
 - i). Single
 - ii) Married
 - iii) Divorced
 - iv) Widow
 - v). Widower

SECTION B: EDUCATION BACKGROUND AND EMPLOYEE PERFORMANCE

7. To what extent do you agree with the following statements on education level and performance in National Biosafety Authority? Use a scale of 1 to 5 where 1 strongly disagree, 2 disagree, 3 Not sure, 4 agree and 5 Strongly agree

	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Employees that have been offered on-job training are more productive than general education graduates					
Employees at National Biosafety Authority are assigned jobs directly related to their training/skills attained in the college					
The skills attained in the college directly influences an employee performance in the organization					

8. On overall, to what extent does employee education level influence their performance in National Biosafety Authority?

- Not at all Small extent Moderate extent Great extent
 Very great extent

SECTION C: GENDER DIVERSITY AND EMPLOYEE PERFORMANCE

9. Does National Biosafety Authority evaluate gender issues at work?

- Yes No

10. Does the organization invest in gender diversity in the workplace?

- Yes No

b). If yes, which of these activities does the organization employ to ensure that all employee are treated equally?

- Seminars Workshops On job/Off-job training

Other (specify).....

11. To what extent do you agree with the following statements on gender diversity and employee performance in your organization? Use a scale of 1 to 5 where 1 strongly disagree, 2 disagree, 3 Not sure, 4 agree and 5 Strongly agree

Statements	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Fair treatment is given to all employees, whether they are male or female.					
The employees have not been discriminated by employer while hiring and recruitment process on the gender basis.					

12. On overall, to what extent does gender diversity influence employee performance in National Biosafety Authority?

- Not at all Small extent Moderate extent Great extent
 Very great extent

SECTION D: MARITAL STATUS AND EMPLOYEE PERFORMANCE

13. Do you think an employee marital status affect his/her output at work in National Biosafety Authority?

- Yes No

b). If yes, explain.....

14. To what extent do you agree with the following statements on marital status and performance in your organization? Use a scale of 1 to 5 where 1 strongly disagree, 2 disagree, 3 Not Sure, 4 agree and 5 Strongly agree

	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Equal treatment of married employees					

Married men concentrate more at work than the married women and the unmarried					
Married employees earn higher earnings/incentives than single employees which influences their performance at work					

15. On overall, to what extent does employee marital status influence their performance in National Biosafety Authority?

- Not at all Small extent Moderate extent Great extent
 Very great extent

SECTION E: AGE DIVERSITY AND EMPLOYEE PERFORMANCE

16. Do you think an employee age diversity affect his/her output at work in National Biosafety Authority?

- Yes No

b). If yes, explain.....

17. To what extent do you agree with the following statements on age diversity and performance in National Biosafety Authority? Use a scale of 1 to 5 where 1strongly disagree, 2 disagree, 3 Not sure, 4 agree and 5 Strongly agree

	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
My team leaders include all members at different ages in problem solving and decision making					
At work, I experience lack of bonding with people of different age group.					
My organization provides me with equal opportunities for training and career development					
Employees of different ages are valued equally and fairly					

18. On overall, to what extent do the employees' age diversity influence their performance in National Biosafety Authority?

Not at all Small extent Moderate extent Great extent Very great extent

SECTION F: EMPLOYEE PERFORMANCE

19. To what extent does workforce diversity management influence employee performance in National Biosafety Authority? Use a scale of 1-5, where 1 Not at all, 2 small extent, 3 Moderate extent, 4 Great extent and 5 Very great extent

	Not at all	Small extent	Moderate extent	Great extent	Very great extent
Enhanced individual performance					
Improved overall productivity					
Enhanced individual efficiency					
Increased individual output/productivity					
Improved the overall organization performance					

THANK YOU FOR YOUR PARTICIPATION

APPENDIX 3: BUDGET

COST (ITEMS)	Cost (Kenya Shillings)
Proposal development	10,000
Transport	3,000
Stationery and printing	2,000
Data collection and analysis	30,000
Miscellaneous	3,000
TOTAL BUDGET	KES 48,000

APPENDIX 4: WORKPLAN

	Jan	Feb	March	April	May	June	July	Aug	Sep.	Oct	Nov
✓ Development of Proposal											
✓ Presentation of proposal ✓ Corrections ✓ Data correction											
✓ Data Analysis ✓ Report writing											
✓ Writing of the research report											
✓ Corrections on research report											
✓ Submitting the research project report											