WORKFORCE DIVERSITY AND EMPLOYEES’ PERFORMANCE IN THE MINISTRY OF LANDS AND PHYSICAL PLANNING, KENYA

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DECLARATION

This research project is my original work and hasn’t been submitted for a degree in any other University

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

Irungu Charles Kimani
D53/CTY/PT/30759/2015

This research project has been submitted for examination with my approval as the supervisor

Signed……………………………….. Date………………………………

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Business Administration Department;
Kenyatta University
DEDICATION

This project is dedicated to my parents Mr. and Mrs. Kimani, aunts, sisters and brothers who through the entire period of my course have made valuable support and encouragement.
ACKNOWLEDGEMENT

I would thank God for the strength and guidance that has enabled me complete this project. Special thanks to my supervisor Dr. Priscilla Ndegwa for her academic guidance, patience and willingness to listen to me. I always appreciate her advice and counsel, encouragement and above all her availability for consultation. I would not be here without her help and back-up. Special appreciation to my relatives, companions, the Kenyatta University Academic and Administrative staff and each one of those that contributed somehow to my effective fulfillment of my proposition and my whole research. May God favor you all and permit you the wishes of your souls.
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OPERATIONAL DEFINITION OF TERMS

Age
It is the development of an individual mental and physical capacity measured by birth.

Educational Level
It’s the extent of learning a person has completed or acquired throughout the life as normally used by statisticians.

Employee Performance
the extent to which a work is able to complete a particular task evaluated by the degree of accuracy and efficiency

Ethnicity
Refers to large groups of people sharing certain characteristics in common such as religion, racial background and culture.

Gender
Refers to the sexual characteristics differentiating between masculinity and femininity in terms of physical and biological traits.

Human Resource Management
It is a discipline within an organization that ensure human capital is well managed.

Workforce diversity
Refers to similarities and variations in age, ethnicity, gender, and education background among workers.
### ABBREVIATION AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>G. Y</td>
<td>Generation Youth</td>
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<tr>
<td>HRM</td>
<td>Human Resource Management</td>
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<tr>
<td>HODs</td>
<td>Heads of Departments</td>
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<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
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<td>KPA</td>
<td>Kenya pipeline authority</td>
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<td>NACOSTI</td>
<td>National Commission for Science, Technology and Innovation</td>
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<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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ABSTRACT

Workforce diversity is an imperative tool that corporate organizations can employ to enhance their performance, employee morale and satisfaction, generate inherent and innovative ideas and increase their competitive edge in the business cycles. The move to embrace workforce diversity in government ministries and parastatals would promote the culture of innovativeness, creativity and invention thus transforming lives of Kenyans. The main objective of this study was to examine workforce diversity and employees performance in public organization with reference to Ministry of Lands and physical planning in Kenya. The study specifically sought to examine the extent to which difference in age, gender, education level of ethnicity is affecting employee performance. The research was based on a descriptive research design. The target population consisted of 188 employees from different cadres and levels of employment within the ministry. Purposive sampling technique was used by the researcher. The researcher drew a sample of 20% from each category where a sample size of 38 respondents from target population was drawn. The questionnaires were the main instrument for collecting the primary data required for the study. Primary data was collected using self-administered questionnaires. The collected data was analyzed using both descriptive and inferential statistics and presented using frequencies, percentages, charts, graphs and tables. The correlation and regression coefficients indicated a positive and significant relationship between workforce diversity and employee performance. Employees’ gender, education and age significantly influenced their performance. The study concludes that age negatively influenced the study in establishing influence of employee performance in Ministry of Lands and physical planning, Kenya. Education significantly influenced the study in establishing influence of employee performance. Ethnicity significantly influenced the study. The study recommends that older employees should relate well with their younger counterparts to foster teamwork. It is further recommended that women should be involved in the company’s decision making and problem solving as much as men. There should be a reasonable treatment given to all workers, regardless of their gender. Ministry of Lands and physical planning should be concerned about the Staff’s customs, cultures, and values.
CHAPTER ONE
INTRODUCTION.

1.1 Background of the Study

Workforce diversity remains an indispensable component in facilitating the realization of organization goals, objectives and core values. This concept is generally recognized and evident in various facets of the society, especially in the corporate organizations and the business arena. Today, most organizations understand that they operate in unpredictable and dynamic business environment that is marked with change in consumer purchasing behaviour, price fluctuation, influx of forces of demand and supply, introduction of new legislations, and unprecedented change in the political environment. Although this is the case, organizations conceptualize the fact that they do not have any option rather than to balance these challenges against their objectives and goals to remain competitive and relevant in the business arena (Martins, 2003).

Empirical studies reveal that these factors may have adverse effects on the organization performance and efficiency and there is a need for the organization management team to devise new strategies and measures to enhance their productivity, efficiency and competitive advantage in the global market. Some organizations have embraced technology in their operations, but majority of the government agencies and enterprises combines technology and the concept of workforce diversity to improve their productivity and competitive advantage; a move that has transformed the business environment (Kokt, 2003).

In the last few years, the event of workforce diversity has not generated much concern and interest from the government parastatals and ministries and the general Kenyan corporate. Various factors including politics, tribalism and corruption may have influenced Kenyan corporate and government ministries and parastatals not to embrace the concept of workforce diversity, but this trend is largely as a result of the corporate culture that revolves around the political and social-economic patronage of individuals who hold senior positions in the human resource docket (Albrecht, 2001).

The individuals use their authority and political network to compromise the employee recruitment and selection process and secure lucrative job positions for their friends, relatives and employees from their tribe or community. This predisposition may substantiate the reason as
to why many government ministries and parastatals are dominated by employees from a given ethnic group or tribe and why such corporate organizations experience managerial challenges. However, local corporate organizations, which aim to expand their operations to other nations, have focused on resolving their managerial challenges associated with the phenomena of workforce diversity.

Empirical studies have conceptualized the phenomena of workforce diversity as a multi-ethnic affair and as a reflection and manifestation of demographic diversity and ethnic heterogeneity, within the society (Joshi & Roh, 2009). This infers that workforce diversity is a contingency of demographic and ethnic heterogeneity because organizations, which operate in ethnically heterogeneous societies, tend to embrace workforce diversity than those corporate organisations, which operate in ethnically homogenous communities.

Like other develop and developing nations, Kenya is ethically heterogeneous and experiences managerial challenges associated with workforce diversity. As a developing state, Kenya has more than forty-two tribes, which are deeply rooted in their culture, customs and traditions. This cultural and demographic diversity is manifested in almost all corporative organizations and evokes numerous managerial challenges, which the organization management team are supposed to manage, mitigate and address effectively.

Munford (2004) identified that workforce diversity act as a strategy-structural mix model that allows most corporate organizations to use team-work settings to generate flexible, inherent and innovative ideas (Davies & Shaw, 2010) only those organizations, which embrace workforce diversity in their operations would expand their market niche, operations and enhance their performance.

Davies and Shaw (2010) assert that workforce diversity is no longer an option, but rather a necessity to those corporate organizations which have global face. This aspect is influenced by the stiff competition in the business arena coupled with greater mobility of human labour and the enactment of laws and policies, which promote equality and fairness in the recruitment and selection of prospective employees in the organization (Karsten, 2006).

Government parastatals and ministries, especially the Ministry of Lands and physical planning,
have embraced the concept of workforce diversity in their operations. As a government institution, the Ministry of Lands is charged with responsible of overseeing land management issues and equitable distribution and administration of land resource in the country. To achieve its core goals and objectives, the ministry has embraced the concept of workforce diversity as one of its strategies and competitive advantage aimed to enhance its efficiency on service delivery, accountable and improve organization performance. The ministry has employed employees of different educational level, age, gender, culture and ethnicity backgrounds; an aspect that promotes workforce diversity (GoK, 2017). Despite the great achievements and success derived from the integration of the concept of workforce diversity in corporate organizations, the ministry has not realized its optimal performance thus raising the concern for examining the impacts of workforce diversity on these employee performances. It is on this ground the research seeks to look at the workforce diversity in the Ministry of Lands and physical planning, Kenya.

1.1.1 Employee performance

While performance generally means executing; conveying into implementation or identifiable act, attainment, completion and accomplishing obligations, effective discharge of duties for fine results is what employee performance refers to. It is how good workers are satisfying their needs of the job (Rue & Byars, 1993). Performances defined as working adequacy, for instance, the methods in which someone completes an occupation, judged by its viability. (Cascio, 2006) According to Basset and Richard (2000 and 2005), group dynamics has the capacity to boost inventiveness and modernising group performance. Hackman (1987) define group performance in three perspectives; clients’ values are satisfied in light of the productivity of the group; the societal activities sustained thus enhancing team members’ capacity to finish responsibilities; team affiliates are not annoyed by relations but rather satisfied. According to Cornelius (1999), effective contribution of employee in performance is a key factor in the achievement of company goal. Schuler (1992), noted that the performance appraisal scheme ought to be an objective, significant and business not to be discriminative to workers. In the study employee performance will be analysed and measured according to its variables; problem solving, efficiency and quality of work.
According to Jackson (2009), concerning worker execution, the pertinent variables must be controllable with the goal that an association can be envisioned to have the capacity to embrace properties and practices that are thought to give advantage and to dismiss those that are thought to give drawback. Mathis and Jackson (2004), repeats that positive encounters in associations will add to future positive encounters, while poor execution appraisals are probably going to be comparatively re-upholding. As indicated by Armstrong (2009), decent variety can influence profitability which can influence execution of an association.

Simon and Hope-Pelled (1999) perceive that for diversity to profit an organization's main concern there must be a procedure by which the positive parts of decent variety are conveyed to bear. Their assertion is additionally bolstered by an examination of Sergeant & Sue-Chan (2001): In their investigation of racial ethnic assorted variety and gathering viability, they found that assorted variety enhanced gathering adequacy.

1.1.2 Workforce Diversity
The word diversity has various meanings. Various scholars have defined distinctly, for instance, Cox (2001) describe diversity as the distinction of societal personalities among individuals living collectively in a distinct service situation, even as, Wiliam and O Reilly in 1998 denote range for instance volume of differences among colleagues on specific length, their assumption intend to describe how such variations impact team methods and overall performance. Thomas and Ely,(1998) postulate that variety must be visible from extensive factors and techniques to paintings that humans of various identity agencies convey. Decent variety alludes to the conjunction of individuals from unmistakable social-social foundations in the organization. It fuses social components which incorporate race, sexual orientation, age, shading, physical capacity, preparing history ethnicity. The more extensive defence of range may likewise incorporate age, countrywide beginning spot confidence, inadequacy, sexual introduction, values, ethnic subculture, tutoring, dialect, way of life, goals, physical appearance and financial status (Wentling, &Palmarivas, 2000).

Employee diversity is thus a model that acknowledges the benefits to be gained from differences. It varies from equal opportunity, which focus to legislate against discrimination, believe that people should be absorbed into the organization, and often relies on affirmative action. Diversity
has been associated to performance in employees as investigators theorize that group disparity has the potential to boost creativity and innovation (BassetJones, 2005; Richard 2000). Hackman (1987) define employee Performance according to three criteria; meeting or exceeding customers’ standards based on the productive yield of the work group; maintained social processes during group work uphold or boost employees’ capacity to complete tasks; and workers are contented with rather than discouraged by group relations.

1.1.3 Ministry of Lands and Physical Planning
The Ministry was established after the swearing in of their center-regime, following the collapse of hitherto 44 ministries into 18, in harmony with the constitution of Kenya, 2010.

Ministries were given major responsibilities in the new structure as previously single entities were merged to form super ministries. The ministry’s mission is to facilitate efficient land administration and management, access to adequate and affordable housing, social and physical infrastructure for national development.

The ministry recognizes the essence of embracing workplace diversity, particularly appreciating the unique character, skills and experiences all staff take to the place of work. It is quite clear the ministry workforce is composed of workers from different ages, gender, education level and ethnicity.

The Ministry direct policies and coordinate all issues related to lands. The ministry is mainly concerned with land policy management, physical planning, and survey and mapping, settlement matters, land reclamation, land adjudication, management of housing for civil servants and public work policy and planning.

1.2 Statement of the Problem
With present stiff race in business fields, corporate administrations are required to grip the idea of workforce diversity to achieve their core goals and objectives and compete effectively in the internal trade affairs. Empirical studies have shown that workforce diversity is an imperative tool that corporate organizations can employ to enhance their performance, employee morale and satisfaction, generate inherent and innovative ideas and increase their competitive edge in the business cycles (Winsen, 2010). The move to embrace workforce diversity in government ministries and parastatals would promote the culture of innovativeness, creativity and invention.
thus transforming lives of Kenyans.

In addition, knowing the impacts of diversity on a firm result; efficiency, problem solving and quality of work as element of employee performance have turned out to be vital (Sungjoo & Rainey, 2010). After the trends were discovered, they were proclaimed as a chance for companies to be more innovative, to secure a market niche, and to attain and sustain an economical. These variables ensure the organization achieve it optimum goals as a result of combination with diversity aspect.

In this similar state of affairs, combination thought is important and necessity state in Republic of Kenya (African country African nation) to acknowledge the vision 2030 to form Kenya become a middle-income state, in a very length of fifteen years. For Republic of Kenya to become a middle financial gain state it's to formulate associate objective that ought to be unitedly with peace and unity. This could be applied by government agencies in several areas and spatial planning tasks; an aspect that compels the ministry to hire competent, skilled and experienced employees from different disciplines, culture and ethnic backgrounds.

This objective and blueprint will solely be accomplished once the thought of manpower diversity is concerned altogether government ministries, parastatals and in different Company organizations (Munjiri, 2012). As a government establishment, the Ministry of Lands and physical planning is mandated with numerous responsibilities and functions including maintenance, generation and dissemination of accurate geographical information, formulation and implementation of land policies and execution of regulation.

Documented studies reveal that few case studies have been conducted in government ministries and parastatals on this topic, but most of these studies have failed to exhaustively elaborate and examine the impacts of employees’ diversity on the organization performance. (2003) established that the phenomena of workforce diversity create managerial problems to corporate organizations and government ministries, especially within the team-setting environment. Sonnen schein (2003) articulated that demographic diversity among the employees evokes conflicts, which are fuelled by business and disrupted group dynamics.

In another study Winsen (2010) identified that group members in a team may have different opinions and views about a given task because they have different belief structures in terms of priorities and assumptions. These diverse views among the employees are also influenced by
disparity in resource allocation and rewards, which influence the employees to have different views about a given task (Effron, Gandossy & Goldsmith, 2003). This forms the basis of this study to attempt to examine workforce diversity and performance in the Ministry of Lands and physical planning, Kenya and provide viable recommendations on how to construct a framework to promote its effectiveness.

1.3 Objectives of the Study

1.3.1 General Objective
The major objective of this research was to examine workforce diversity and performance in public organization with reference to Ministry of Lands and physical planning, Kenya.

1.3.2 Specific Objectives
i. To establish the effect of age on the performance of employees in the Ministry of Lands and Physical Planning in Kenya.
ii. To determine the influence of gender on the performance of employees in the Ministry of Lands and Physical Planning in Kenya
iii. To examine influence of education level on performance of workers in the ministry of Lands and physical planning, Kenya
iv. To assess ethnicity influence on employees’ performance in the ministry of Lands and physical planning, Kenya

1.3.3 Research Questions
i. What is the effect of age on employees’ performance in the Ministry of Lands and Physical Planning in Kenya?
ii. What was the effect of gender on employees’ performance in the Ministry of Lands and Physical Planning in Kenya?
iii. How does the education level influence employees’ performance in the Ministry of Lands and Physical Planning in Kenya?
iv. What was the influence of ethnicity on employees’ performance in the Ministry of Lands and Physical Planning in Kenya?
1.4 Significance of the Study

Both employers and employees would benefit from the study as value for person variation can raise efficiency, advertising prospects, enhance staffing, resourcefulness and company figure. The study seeks to clarify the extent in which difference in age, gender, education level and ethnicity among the employees in the Ministry of Lands, and physical planning affects employee performance.

Research discoveries would be of vital significance to the Ministry of Lands and physical planning as in it would empower the service distinguish, oversee and address administrative difficulties related with the idea of workforce assorted variety successfully and proficiently. It is hoped that the research findings may be important to academicians and researchers who may find gaps in the existing literature and further research on other variables that have an impact on the phenomena of workforce diversity. Research findings would be relevant in the sense that it would enhance value to the present body of knowledge.

1.5 Scope of the Study

The research concentrated on workforce diversity and employee performance with specific reference to Ministry of Lands and physical planning, Kenya. Information was collected from all five departments of the ministry. The study targeted all group of employees at all levels classified in six categories. The Ardhi House is situated in Upper-Hill off Ngong road.

1.6 Limitations of the Study

In these study, the researcher got several problems such as non-respondents among staff as previous research show diversity is very hard to study in business settings as it elevate critical and difficult issues thus making employees hesitant to share their experiences. To overcome the problems the researchers used more objective questions and assure participants the information gathered is for academic purposes and would be confidential.

In addition, due to the fact that the topic is not widely covered in Kenya, the researcher faced subjective and incorrect response from participants as a result of misunderstanding of
questionnaire. To overcome this challenge, the researcher self-administered the survey and pilot test the research tool to correct all errors and check every misconstruction before issuing the last instrument to the respondents of the study.

1.7 Organization of the study

Chapter one covers backdrop of study and outlines an account on the research problem. The chapter also outlines the research objective to be attained, the research questions, scope of the study, importance or contribution of explore and the limitation of the study. Chapter two reviewes theoretical literature on the past studies from secondary sources such as articles and journals. Conceptual framework was drawn from the empirical studies in this chapter.

Chapter three describes the research methods to be used in relations to research design, target population, sample and sampling process, methods of collecting data, operationalization and data analysis method. Chapter four analyzes and interprets the collected data from the sample size established from the earlier chapter and present the findings relevant to the research questions inform of tables, graph and charts.

Lastly, recommendations of the present research were provided and overall findings discussed in chapter five. In addition, suggestion for the future research was included.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter explored both theoretical and empirical literature review, gave its rundown, and recognized research gaps of the investigation lastly laid out the conceptual framework. The writing material sources were from course readings, postulation, theses, academic diaries and so forth.

2.2 Theoretical Review

The research was led by three major theories of diversity, which are Social identity and Self categorization theory, Information decision making theory and Similarity/Attraction Theory.

2.2.1 Social Identity and Self Categorization Theory

This theory was postulated by Jackson in 2004. He defined social category diversity as dissimilarity in social category membership. For instance, it can happen if members of the group vary in relation to gender, age or if they come from different ethnic groups. As a result of these differences, a team would achieve a low level of cohesiveness and satisfaction. A relationship-oriented conflict will have a harmful effect on performance if a team fails to control its differences, (Williams & O'Reilly, 1998; Tjosvold, 2003).

In accordance to social Identity theory, personal identity develops among people according to the group to which they fit in (Hogg, Terry & White, 1995). Being a member of a particular group happens when persons stereotype themselves by attributing to them behaviors, attitudes and other characteristics. Self-categorization is defined as the process of seeing oneself as a member of a group (Kulik & Bainbridge 2006).

Social identity theory can be termed as a theory of people belonging to a particular membership and portraying similar behavior (Hogg, 1995). It show individual make sense and understand themselves in social settings and circles. The theory is specifically applied in this study to depict how employees within the organization relate, interact and forms groups that are viable.
2.2.2 Informational and Decision-making Theory
This theory was developed by Greenfield in 1996. The theory argues that the development of research on records and choice making in enterprises depends on conviction that the creation of canvases gathering will affect how the association strategies measurements, conveys, and settles on decisions (Greenfield, 1996; Wittenbaum & Stasser, 1996). One may depend on, given the introduction of the essential hypotheses of association collaboration, that this rule would likewise expect a poor dating among range and results. On the off chance that speculations of social recognizable proof and arrangement and likeness/fascination hypothesis tend to contend that range was a thought process breakdown in joint effort and verbal trade, at that point it may appear to watch that range would furthermore intention issues in data period and choice making. be that as it may, the writing on records and determination making in organizations tends to demonstrate that, for those two particular capacities (delivering realities and deciding), the broken procedures that outcome from exorbitant phases of heterogeneity are triumph over by points of interest got from greater inventiveness, a substantial wide assortment of thoughts, and a vast pool of learning (Tziner & Eden, 1985)

2.2.3 Similarity/Attraction Theory
This theory was developed by Ellen Berscheid and Elaine H. Walster in 1969. Similarity/attraction theory posits that people like and are attracted to others who are similar, rather than dissimilar, to themselves; “birds of a feather,” the adage goes, “flock together.” Social scientific research has provided considerable support for tenets of the theory since the mid-1900s. Researchers from a variety of fields such as marketing, political science, social psychology, and sociology have contributed to and gleaned information from empirical tests of similarity/attraction theory. The theory provides a parsimonious explanatory and predictive framework for examining how and why people are attracted to and influenced by others in their social worlds.
A large body of research investigates the role that similarity of attitudes plays in attraction. According to studies by Ellen Berscheid and Elaine H. Walster (1969) and Donn Byrne (1971) in general people are most attracted to others who share similar attitudes. Additionally people who share similar important attitudes (e.g., attitudes concerning home and family) are more likely to be attracted to each other than those who share less important attitudes (e.g., attitudes toward certain fabric softeners).
The closeness stream of research is predicated on the prospect that similarity in properties, in particular measurement factors, promotes social interest and preferring. Individuals with relative establishments may find that they have more in an indistinguishable way from each other than with others from different establishments, making it more pleasing for them to coordinate and cooperate toward making a thing or handling an issue. Resemblance empowers one to have his or her regards and contemplations braced, while distinction makes one request his or her regards and musings, the method that is presumably going to upset. Research has exhibited that in a situation where a person has chance to collaborate with one of different particular individuals, he or she is well while in transit to pick a man who is similar (Berman, 2001; Cassel 2001) The Attraction Selection Theory is applicable to this investigation as it clears up interest, decision and upkeep of laborers by affiliation and is supported by Schneider (1987) who claims affiliations select, attract and hold the individuals who are sharing the qualities.

2.3 Empirical Review

Some of the past studies conducted were reviewed by the researcher on workforce diversity and organization performance. This included effect of age, gender, education level and ethnicity on the performance.

2.3.1 Age and Employee Performance

The study by Eugene (2011), at the Malaysia Airlines demonstrated that diversity inside authoritative divisions as for age, and performance is related with higher worker's profitability (i.e. target performance assessed by administrators).

According to Gomez-Mejia (2004) United States is an adolescent situated culture that has not grapple with its evolving socioeconomics. He advocates that more than 50 years representatives experience various generalizations that piece their professional success however the normal US laborer was 38 years by 2004 yet anticipated that would achieve near 42 years by 2010. He recommends that generational clash is probably going to emerge as more seasoned specialists some of the time feel that their position and status are debilitated by "youthful buck" anxious to drive more established workers off the beaten path.

As per Hanappi-Eggar (2011), Cultural regards have shielded adolescents from arriving into positions and preparing. He fights that the African Culture has reliably implied and relied upon
the adroitness of the senior residents. The young are not expected that would accept control positions distributed to more established people and need to respect them provoking reusing old persons to senior and best activity positions in countries like Kenya. His examinations exhibit that half of present Kenyan masses is included youngsters between ages 30-40 years, and 45% of those are not used. This structure was braced since the organization in 2007 constructed the retirement time of open specialists to 60 from 55 years, feasibly ignoring the impact on the more energetic ages which barely have depiction in the Government reflecting cold-heartedness of a scrape of the youthful

As showed by the Bureau of Labor bits of knowledge by 2006, 17% of the workforce was expected to be more prepared than 55 years. The general population conceived after WW2 was found to be in the workforce longer while age X are viewing for occupations gripped by the more prepared pros and the dispute between the two social occasions was foreseen to increase later on (Gareth R. Jones, 2008).

Offspring of post war America considered from 1946 to 1964. The boomers are and no more critical reason for most complete pecking orders. They are administrators, and senior officers. They control in various affiliations and contain an unbelievable bit of the corporate memory and when they leave, there is evidently going to be a liberal gap in the surge of various leveled systems (Knouse, Alvin and Patricia, 2008). By a wide margin most envisioned after WW2 constitute atypical state of workforce and are close retirement age increasing measure of more settled supervisors in the workforce. This raised the measure of more settled authorities in the workforce therefore building up defendants’ level on the working masses majorly woman delegates that requires performing organizing to elderly relatives.

Consequently, Human asset staff needs to influence imaginative HR to hone for senior care benefits, working hours that are flexible to enable specialists to administer to their elderly wards families. The creating workforce has in like way influenced the retirement designs of association with a want to guarantee that dynamic ages get palatable chances to be in the workforce. The age and financial matters of the nation are required to reflect the age of retirement (Macibi, 2007). Different nations got a speedy reduction in the individuals who work since they are fewer adolescents for the occupations left by retirees’ particularly in France, Germany, Spain and Italy and by a long shot the majority of the workforce has grayed.
Age X (Baby Bust or Generation Xers) considered in the locale of 1965 and 1979 and Generation Y (Net Generation/Millennium age) envisioned after or in 1980. They are anxious advancement clients. Are found out about media than some other age, for example, the propelled TV, PC, VCR, phones and pagers, they have a tendency to be watchful, fundamental and even attentive and don’t accept that there will be entire arrangement administrator soundness for tireless work and need pioneers who have innovative approaches and are entrepreneurs” (Knouse, Alvin and Patricia, 2008). Barely any Gen Xers are open to fill the chances of leaving offspring of post war America or to supplant them. The lion’s share of Gen Xers will enter the inside and upper organization positions

Gen Y (considered after 1980) and Generation Z (imagined from 1995-2012) will happen in the organization levels that are lower occurring to more less experienced and young workforce along these lines require holding the more experienced and advanced employees’ fabricates (Argarwala, 2010). They are advancement innovators”, needs most up and coming gadgets, tend to make associations through web goals i.e. You tube and Facebook, they require minute enjoyment and accomplishment, are driven yet many appear to be purposeless, need to succeed however won't not have clear designs, they are free but instead keep very close ties with watchmen and regularly move back home after school or in the midst of their first occupations and exhibit their qualification by get-together tattoos and piercings ((Knouse, Alvin and Patricia, 2008).

A large portion of the ventures influenced incorporate Healthcare, Engineering and IT. More established workers have exceptional learning and social abilities in view of understanding and can be an advantage for the firm while more youthful representatives as a rule have a unique viewpoint, information and vitality. In this manner age diversity empowers the exchange of information and experience between ages in this manner need to set coaching programs whereby the more established representatives fill in as guides for the more youthful workers to guarantee that abilities are passed on to the new administrators, Argarwala. T (2010)

By the year 2050 it has been anticipated that more than one in each five people however out the world would be matured 60 or over. We ought to along these lines try to guarantee that age segregation does not go about as an obstruction to constructive connection with individuals of all ages gathering (Macibi, (2007). Curries (2001) discovered that long serving representatives have
low nonattendance rate, are probably going to be work fulfilled and are less inclined to take off. As indicated by Macibi (2007) more established work force have advanced an intelligence that assistance them discover routes through perplexing and requesting conditions, have developed, and are less worried about advancing themselves while those who have been in work for a drawn out stretch of time have an assortment of abilities and the individuals who are recently utilized have a cutting-edge approach.

Leonard and Levine (2006) depend on longitudinal information (gathered in 1996-1998) from a low-wage benefit area manager with foundations (retail locations or eateries) all through the U.S. They think about the impact of statistic (age) diversity between a workgroup and its clients and inside a workgroup on a indirect measure of efficiency, to be specific individual turnover inside workgroups. Results demonstrated that decent variety does not reliably anticipate turnover.

The best pioneers and the best organizations will use and adventure decent variety to help make their associations more pertinent and reasonable. Their workforce will see the world in an unexpected way. They will think of better arrangements and be more successful in the market by observing the open doors that others in the business don't see. Youths who are in their stage of learning are all the more orchestrated to get educated new things and see new contemplations. More settled people who have more instructive experiences are more improve and have key reasoning aptitudes. As a progression, the ace in like way passed on that the westerns exposures proposed that the more orchestrated and fierier administrators must get-together to shape perceiving and achievable corporate culture. The controlled qualities by different age social affairs can supplement each other in affiliations and it tends to accomplish better hierarchical execution. In her results, portrayed that unmistakable age packs give isolating regards to affiliations and these qualities can supplement other that improve affiliation's execution (Winnie, 2008).

2.3.2 Gender and Employee Performance

According to Jones (2008) studies completed in US show that solitary a little percent of 5.2% of the best specialists are female and only 7.9% of them have most lifted situating tittles in Corporate America. Regardless, female did either control or effect about the customer purchases, therefore, it is fundamental to have their perspective addressed on sheets and investigation drove exhibited that women authorities out play out their male partners on capacities concerning
driving others, propelling extraordinary correspondence, turning out first rate work and being awesome group of onlookers’ individuals. Higher progression of women top-organization positions had through and through best cash related execution over relationship with cut down degrees of female best boss.

Work advertise information demonstrate that a sharp sex isolate has created in the working-age assemble since 1998. Numerous ladies experts are moms; losing them would mean losing numerous gifted workers. This has tested HR to create methodologies to draw in and hold taught and talented ladies laborers. It is likewise imperative to create activities to guarantee that ladies come back to work after labor, since the most extreme whittling down among lady’s representatives occurs at this stage. The company's capacity to pull in and hold lady’s workers is affected by its capacity to give family-accommodating practices and offices, for example, preparing for returners and profession breakers i.e. ladies dealing with youthful kids (Argarwala.T, (2010)

The examination by Eugene (2011), at the Malaysia Airlines displayed that there are basic relationship between gender and staff performance. The findings of the study showed that gender set and employee performance are positively linked. The examination by Elsaid (2012) in Egyptian Pharmaceutical Industry showed high illustrative execution relates unequivocally with sexual presentation variable.

The study by Munjuri (2012) in the Banking Sector in Kenya revealed that the banking sector had strategies for support to gender groups, and equal employment opportunities. The different trial of theories demonstrated a noteworthy level of relationship between representative execution and mean efficiency levels of bank workforce when classified by sex. The study by Ngo (2013) at Kenya Ports Authority (KPA) indicated that gender, greatly impacted on organizational performance and success.

Most ladies see a male-commanded culture as impediment to their prosperity (Lynnes, K. S (2002) however sex contrasts are not identified with execution in professional occupations, where sheerer physical quality is from time to time required (Gomez-Mejia (2004). Various
examinations have demonstrated that men have a tendency to develop in administration position in U.S culture since they are more probable than ladies to show qualities that are accepted to run as an inseparable unit with position of expert. These male overwhelming qualities include: concentrating of comments on yield instead of process, less eagerness to uncover data and uncover powerlessness, less affectability which probably empowers them to settle on intense decisions rapidly and so forth (Baird, J. E 1979). Along these lines, social desires may make an unavoidable outcome, with people show the "female qualities" on process, social introduction and more prone to be consigned to operational and subordinate parts (Gomez-Mejia 2004).

Most ladies acquire significantly not as much as their guys and there are a few components identified with culture as indicated by (Gomez-Mejia 2004) that add to procuring differential between women and men and furthermore constrain upward versatility. These variables incorporate organic compels and ladies social parts, a male overwhelmed corporate culture, exclusionary systems and inappropriate behavior.

Dwyer, P. (1996) contends that desire past the ladies’ parts and conduct stretch out a long way past these natural obliges whereby ladies are still fundamentally in charge of dealing with youngsters and performing most family unit obligations while men are still hope to "make a living". In a graph composed in 1990s checks full-time put in the home for the length of the women working daily who still exhaust three times measure of time spent by male on family cores (Blass, 1998). This shows societal guidelines; affiliations have all around disregard being adequately versatile to address issues of women who are working. Somewhat level of affiliations gives day mind and other enable separating decisions to like occupation sharing and reduced work hours for delegates with exuberant youngsters making more prominent piece of ladies in 20s or in 30s to abbreviate their calling need and quit affiliations and greater piece of women who do the best are single and childless (Gomez-Mejia 2004). Exclusionary Networks: The high-level positions are adjusted by men leaving the women is for exchange that helps men progress past them (De Palma, A. 1999).

Moreover, as appeared by Brown (2008), basic measure of workforce sorted out gathering remains unable if sexual introduction issues are not first clear and composed. The examination and concentrate additionally show the most guaranteed test is beating the prospect that females
are not relative to man. Decrease shaded offered that prohibitive 54% of working ladies are in the workforce general depicted contrastingly in relationship with 80% of men. Additionally, ladies keep having the high ground on the vague care economy, which identifies with mind giving and family work.

Studies did by Ely (1995) revealed that a progress in level of females in upper alliance is connected with the diminishing in stereotyping. Tsu and Gutek (1999) merged evident disclosures that show greater estimation closeness among managers and subordinates on race, age, or sexual introduction interfaces with HR happens, for instance, greater examinations on execution, honest to goodness citizenship and lower part powerlessness and strife. Leck, Onge and Lalancette (1995) found that Canadian relationship with higher depiction of regulatory women also have the most rapidly diminishing pay opening; regardless, the wage gap was associating for clear minority, neighborhood and debilitated women. Concentrates from Fortune 500 affiliations exhibited that association with higher best affiliation sexual introduction awesome accumulation had 35% higher favorable position for respect and 34% higher total return to money related bosses than various firms (Catalyst, 2004).

2.3.3 Education level and Employee Performance

Moretti (2004) People tend to consider diversity essentially statistic, a matter of shading, sex, or age. In any case, social occasions can be unique from different perspectives. Diversity is also in light of edifying differentiations, reflecting a man's guideline and encounter, and likewise on qualities or destinations that can affect what one seems to be the mission of something as meagre as a singular get-together or as immense all things considered association.

The study completed by Eugene (2011), at Malaysia airline exhibited the massive positive association between informational establishment and workers execution. They watched that more one of a kind preparing composes, or a more modify in direction makes an affiliation has higher possibilities of having headways. They moreover watched that an affiliation may attempt to compensate for informational or capacity inadequacies of social occasion people by offering specific setting up that pass on labourers up to needed measures (Mosko, 1996).

The study by Elsaid (2012), in the Egyptian Pharmaceutical Industry indicated that educational
background was significant in explaining employee performance when employees with different educational levels or background worked together. Those with higher education tended to perform better.

The findings of the study by Munjuri (2012), the Banking Sector in Kenya with respect to the effects of educational background and employee performance showed that employees with higher education performed better.

Tracy and David (2011) found that business ordinarily oust utilizing delegates whose arranging, foundation, or getting ready is judged to be deficient. Clearly, this gathered preparing establishment is basic to administrators. Stars cannot find a job and do well without satisfying heading establishment. Other than that, Daniel (2009) in like way got that unmistakable levels and sorts of heading may expect specific flexibility rates. For example, work open to those with working foundation yet do not have an ensured tertiary paper may disengage from the comprehensive group who have such organizing level. Comfort may disengage over these occupations, influencing the flexibility of individuals with working foundation to be not successfully the same as those with non-working adjusting however a degree affirmation has.

According to Daniel (2009) study, a person will be more profitable relying on the level of their learning. The likewise setting up a person specialist got, the more useful the person will be. Urban districts with greater measure of tertiary preparing level workers will attract individual of all readiness level have higher wages.

Mas and Moretti (2009) research how the efficiency of clerks in an extensive general store chain in the U.S. is impacted by their education. Utilizing high-recurrence information in the vicinity of 2003 and 2006, they discover proof of positive overflows from the presentation of profoundly prepared workers (i.e. labourers filtering an extensive number of things every second) in a move. Distinctive scholar shave discovered an improvement in bunch support Dee (2004) or a diminishing in wrong doing rates happening as expected in light in those with training. Additionally, found that a more imperative level of showed masters in a city mean higher cash related headway. Regardless, those unpredictable state manager with forefront direction and the staff whose length of association is 11 to 15 years displays surprising reduction in execution of
job since have not discovered fitting change space, so brief parcel happens

Informative diversity alludes to contrasts in learning bases and points of view that individuals convey to the gathering. Such differentiations are presumably going to rise as a segment of differences among hoard people in preparing, foundation, and dominance. These capabilities in edifying foundation, arranging, and work encounter upgrade the probability that various viewpoints and estimations exist in a workgroup (Stasser, 1992). Recent research has shown that refinements in educational establishment incite an improvement in errand related viable trades in work social occasions (Thatcher, 1997). Undertaking related common-sense exchanges can either be the substance or the arrangement of the undertaking. Undertaking content is on what to do (e.g., another advancing effort), rather than errand process, which is on how it should be done. (like., task of duties) (Thatcher, 1997)

An alternate part of decent diversity identifying with assignment is referred to as a critical thought by Horwitz (2007). In the wake of exploring 35 investigations of group assorted variety led in the vicinity of 1985 and 2006, the creators infer that "assignment related" decent variety (capacity or instruction) decidedly impacts group performance. The measures of group execution included both the quality and amount of work. Additionally, an investigation of best administration groups from 57 producing organizations uncovered that "employment important" assorted variety (for this situation, decent variety of training, work capacity, or residency) seemed to enhance money related execution.

An alternate get-together of aptitudes and experiences, for instance, tongues, social perception may start a relationship for offering association to clients on a general present. The alternate workforce who feels extraordinary passing of differing perspectives gives more noteworthy contemplations and encounters where an alliance can pull in from that pool to meet rationality of business needs and clients ‘essentials all the more viably.

As indicated by Morrison (1992), administering workforce diversity incorporates using and using the social differentiations in relationship building capacities’, musings and creativity to add to the goals that are mutual, and performing it in a method which gives the affiliation an engaged edge. Late examinations have shown a strong association between incredible conventional assortment practices and advantages as decent variety grants extended
imagination, a broader extent of perspectives, better issue definition, more decisions and better plans

2.3.4 Ethnicity and Employee Performance

Ethnic diversity infers decent variety in dialects, religions, races and societies (Alesina & La Ferrara, 2005). The study by Eugene (2011), at the Malaysia Airlines depicted there was basic association among ethnicity social occasion and delegate execution. They watched the gatherings of delegates who were varying ethnically performed insufficiently in comparison to the homogeneous gatherings. In accordance to the results, in ethnically homogeneous affiliations, the ethnic differences between individuals from various gatherings ends up being more striking and will presumably interfere with execution. They also watched that in heterogeneous affiliations, the ethnic characters of partners may be less exceptional and, in this manner, they make less unsettling influence.

As to ethnic and racial decent variety, early research into outcomes of the social integration inside United States recommended expanding racial assorted variety in prevalently white groups prompted expanded levels of racial clash Jackson (2013) Similarly, in an investigation of work bunches growing new procedures and electronic items, that racial assorted variety was related with more elevated amounts of passionate clash in groups. There is need to ensure that all staff working in an organization, their background notwithstanding, form a strong team. Some tribes have positive attributes such as a culture of hard work which they can bring to an organization, good values to be emulated by others. Ethnicity has been researched on by a number of scholars. White (2002), states that ethnicity is the beauty of an individual’s culture which one brings to the work place to blend with diverse ethnic backgrounds to give it flavour. White further asserts that the beauty of ethnicity is the recognition and sense of belonging it makes an individual have. Ethnicity is a component of diversity that has been in existence for many years and it has been taken negatively instead of its beauty and strong teams it can help to build in the work.

According to Timmermans (2011) analyse, ethnicity can be used as a delegate for social establishment and gathered accumulation in ethnicity can be relied upon for ensuring creative execution, since it expands the perspectives and point of view in the firm (Richard, 2000). In like manner, in light of Timmermans (2011) consider a couple of levels of better than anything
ordinary accumulation in ethnicity may gain certain related with ground, atypical condition of collected game plan in ethnicity may be negative since it can make conflicts and get-togethers in light of social categorization (Dahlin, 2005).

Research on impacts of not all that terrible combination and connection execution has passed on mixed results. Njoki (2000) completed an examination on the areas influencing use plan of OK assortment in individuals when all is said in done affiliation. The exposures showed that there was a need to entwine all ethnicities in the activities everything considered general populace advantage. The analyst showed to have focussed on ethnicity to address masterminded arrangement.

Later experimental proof likewise proposes that decent variety has conveyed, best case scenario to some degree constrained advantages for associations concerned. Ely and Thomas (2001), in an examination of three socially contrasting affiliations, declared that racial assorted variety could give benefits in work gathering yet did not by any stretch of the imagination do all things considered. To be fruitful in enhancing execution decent variety must be displayed from a perspective of definitive coordination and adjusting instead of reflecting distinctive motivations. A relative message starts from Richard (2003) who found, in an examination of racial decent variety across more than 177 banks, that assorted variety could give a high ground however just in conditions where it was looked for after as a noteworthy part of a broader improvement focused business philosophy. Where no such approach existed, decent variety was probably going to have the opposite effect in inciting diminish in execution.

As Benschop (2001) moreover notes, for a circumstance examination of two broad relationship in the Netherlands, assorted variety is most likely not going to be good if basically grasped inside an approach of "incorporate decent variety and blend." when all is said in done society fragment, Pitts (2005) reports correspondingly mixed outcomes from an examination of racial and ethnic as workforce diversity in Texas government financed schools, where assorted variety among boss was seen to be irregular to execution comes about, while decent variety among educators was related to both positive and negative outcomes. As indicated by Kraiger and Ford's (2005) meta-examination, race/ethnicity clarified 3.7% of the difference in work performance evaluations. Rates had a tendency to get higher appraisals from
ratters of a similar race. In any case, Black rates reliably got bring down appraisals than White rates from both White and Black rates. Other discoveries for race/ethnicity impacts propose that those people who are not the same as the dominant part in an association have a tendency to probably leave, to be less fulfilled and less mentally dedicated (Williams, 2008

2.4 Summary of literature and Research Gaps

This exploration venture delineates contrasts among individuals with respect to age, sexual orientation, instruction level, race or ethnicity, state of mind, identities and so on. This heterogeneity in individuals makes individuals respond contrastingly in different occasions or situations. The think about has strived to stress that associations should utilize assorted workforce to its advantages

According to Hanappi-Eggar, (2011), not a great deal of explores on workforce fair assortment were driven in African setting. He braces this by asking for that African affiliations, especially in Sub-Saharan Africa still need investigate in gathered arrangement and not all that terrible combination association not in the least like in the Western nations.

Respectable assortment in the Western (industrialized) nations has a long-standing adroit work yet this isn't so in African affiliations and there is have to contribute insightful by think the impacts of workforce grouped assortment on affiliation execution in Kenyan social setting (Hanappi-Eggar 2011).

In spite of the fact that the above writing recognized the impacts of workforce assorted variety on worker execution in Kenya and all around it neglects to give comprehensively the cures of a few difficulties on decent variety like recognition, sexual orientation blueprints, inclination which on occasion are socially inclined in some decent variety settings particularly in some African countries where despite everything they see a lady as second rate being to man. In any case, this examination will endeavor to address this hole by leading an investigation among various levels of business and units of representatives in the Ministry.

All-inclusive most examinations are done in enterprises and organizations and almost no has been attempted to investigate assorted variety issues identified with government foundations and
this is the motivation behind why the specialist rounded the hole via completing an investigation in this field.

### 2.5 Conceptual Framework

A conceptual framework is a basic structure that consists of certain abstract blocks which represent the observational, the experiential and the analytical/synthetic aspects of a process or system being conceived. It is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. The interconnection of independent and dependent variables completes the framework for certain expected outcomes. The independent variables include; age, level of education, gender and ethnicity while the dependent variable is performance of employees in the Ministry of Lands and Physical Planning, Kenya.

Conceptual framework

<table>
<thead>
<tr>
<th>Independent variables</th>
<th>Dependent variable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age</strong></td>
<td>Employee performance</td>
</tr>
<tr>
<td>- Age differences</td>
<td>- Problem solving</td>
</tr>
<tr>
<td>- Relationships</td>
<td>- Efficiency</td>
</tr>
<tr>
<td>- Learning</td>
<td>- Quality of work</td>
</tr>
<tr>
<td>- Conflict</td>
<td></td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td></td>
</tr>
<tr>
<td>- Hiring and recruitment policies</td>
<td></td>
</tr>
<tr>
<td>- Decision making and problem solving</td>
<td></td>
</tr>
<tr>
<td>- Training and development</td>
<td></td>
</tr>
<tr>
<td>- Fair treatment and respect given to all employees</td>
<td></td>
</tr>
<tr>
<td><strong>Education Level</strong></td>
<td></td>
</tr>
<tr>
<td>- Employee’s academic qualification</td>
<td></td>
</tr>
<tr>
<td>- Quality of work and decision made</td>
<td></td>
</tr>
<tr>
<td>- Recruitment plan</td>
<td></td>
</tr>
<tr>
<td>- Growth and advancement</td>
<td></td>
</tr>
</tbody>
</table>
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This part depicts general approach of the examination and the decision of the technique. It centers around the examination outline, populace focus for the investigation, the example estimate, information accumulation strategy, information examination and information unwavering quality and legitimacy.

3.2 Research Design

Research design is the arrangement of condition for collection and analysis of data in a manner that aims to combine relevant to the research purpose according to Kothara (2004). The study used a descriptive research design. Descriptive research design is used to find out what, where, when and how of a phenomenon (Cooper & Schindler 2003). Research design was good since it was able to observe and measures variables as they were and without influencing them. The investigation includes evoking of sentiment of a few representatives of various units at the service of terrains and physical planning, Kenya To viably analyze the impact of workforce assorted variety on worker execution, four factors to be specific; age, sex, training level and ethnicity are relapsed as autonomous factors against worker execution.
3.3 Target Population

The objective populace was from five primary offices in Ministry of grounds base camp. The analyst focused on six frameworks of occupations in the Ministry from different offices which were arbitrarily picked. The objective populace comprised of 188 workers from various frameworks and levels of business and separate points of interest are investigated underneath. Specialized staff incorporates surveyors, values, geomagnetic, geospatial, draftsmen, cartographic, photogrammetric, among different terrains staff, while Support staff incorporates ICT officers, secretaries, representatives, bookkeepers, acquirement officers, examiners and so forth. Overseeing officers all in all incorporate Heads of divisions (HODs).

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Top Executives</td>
<td>6</td>
</tr>
<tr>
<td>2 Administrators</td>
<td>14</td>
</tr>
<tr>
<td>3 Management (HODs)</td>
<td>28</td>
</tr>
<tr>
<td>4 HR Officers</td>
<td>20</td>
</tr>
<tr>
<td>5 Technical Staffs</td>
<td>50</td>
</tr>
<tr>
<td>6 Support Officers (other employees)</td>
<td>70</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>188</strong></td>
</tr>
</tbody>
</table>

*Basis: Human resource Records in 2017*

3.4 Sampling Design

Purpose testing method was utilized by the scientist whereby out of 188 representatives, an example size of 38 respondents was drawn from contemplate respondents. The specialist drew an example of 20% from every class in light of his judgment. The fundamental point of utilizing purposive testing is expected to accomplish the coveted portrayal from different classifications of work frameworks since the Ministry populace is heterogeneous. Researchers, for instance, Mugenda (1999) proposes that a person may use an example size of no under 10% of whole people however for good and more illustrative results. The Researcher isolated the investigation populace into six (6) strata in light of the business frameworks and levels of administration in the association structure however comprising diverse experts from different fields. Level of populace in every stratum is proportionate to the example measure as classified beneath;
Table 3.2: Study Sample

<table>
<thead>
<tr>
<th>Category</th>
<th>Target Population</th>
<th>Sample size</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Top Executives</td>
<td>6</td>
<td>1</td>
<td>20%</td>
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<tr>
<td>2 Administrators</td>
<td>14</td>
<td>3</td>
<td>20%</td>
</tr>
<tr>
<td>3 Management(HODs)</td>
<td>28</td>
<td>6</td>
<td>20%</td>
</tr>
<tr>
<td>4 HR Officers</td>
<td>20</td>
<td>4</td>
<td>20%</td>
</tr>
<tr>
<td>5 Technical Staffs</td>
<td>50</td>
<td>10</td>
<td>20%</td>
</tr>
<tr>
<td>6 Support Officers (Other employees)</td>
<td>70</td>
<td>14</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>188</strong></td>
<td><strong>38</strong></td>
<td><strong>20%</strong></td>
</tr>
</tbody>
</table>

Basis: Human resource Records in 2017

This sample study was twenty percent for the target populace.

3.5 Data Collection Instruments

This study has used primary used data. In this study the major instrument for gathering data is questionnaire. Saunders, Lewis and Thornhill (2009), Fraser and Lawley, (2000) declares and surveys have a tendency to be utilized for spellbinding or logical research, since they are the best instruments for gathering exact information and encourage more financial and convenient accumulation of data from a tremendous, geologically scattered populace. The polls are customized to straightforwardly react to the factors brought up in the particular destinations and the calculated structure. The surveys acted naturally controlled by the researcher to be finished by the respondents in the service work station. The questionnaires contained open inquiries with a portion of the things in the 5-point Likert scale.

3.5.1. Operationalization and Measurement of Variables

There exist four sorts of estimation; they include interval scale, nominal scale, ratio scale and ordinary scale. Notwithstanding, just three estimations were utilized as a bit of this examination, for example, nominal scale, ordinal scale, and interval scale (i.e. Likert scale).Nominal scale is a subjective arrangement as per un-requested qualifications. It is the most direct kind of scale. The letters or numbers allotted to objects fill in as marks distinguishing proof or grouping (Zikmund, 2003). Sekaran (2003) describes scale as the gadget which empowers analysts to dispense subjects to particular groupings or social affairs, for instance, sexual introduction.
Ordinal scale enables examiners to decide whether the question has pretty much trait than different articles. The focuses on a common scale don't show break even with remove between the rankings. All in all, conventional scale empowers elements to be put into bunches that are all together. In zone 1 of the review, the respondents would answer their age (eighteen to thirty years old, thirty one to forty years old, forty one to fifty years old and fifty one to sixty years old). Along these lines, this request can consign statistical marks to aftereffect of the age variable.

An interim scale uses numbers for rating objects with the objective that partitions between numbers are proportionate (Hair, 2007). Likert Scale was made by Rensis Likert falls under the class of interim scale. It is the sort of measurement which empowers respondents to bring up their mentalities by determining how emphatically they concur or can't help contradicting an announcement (question) that reaches from exceptionally positive to extremely negative states of mind towards an attitudinal protest.

The factors were legitimizied and estimated as demonstrated by:

**Table 3.1: Operationalization and Measurement of Study Variables**

<table>
<thead>
<tr>
<th>Class</th>
<th>Variable</th>
<th>Sign</th>
<th>Dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dependent Variable</td>
<td>employees Routine</td>
<td>Commitment, Motivation, Task and division of work, Compensation</td>
<td>Interval scale</td>
</tr>
<tr>
<td>Independent Variable</td>
<td>Age</td>
<td>Respect of age differences, Relation between older and younger employees, Learning, Conflict</td>
<td>Ordinal scale</td>
</tr>
<tr>
<td></td>
<td>Gender</td>
<td>Hiring and recruitment policies, Decision making and problem solving, Training and development, Fair treatment and respect</td>
<td>Nominal scale</td>
</tr>
<tr>
<td></td>
<td>Education Level</td>
<td>Differences in academic qualification, Quality of work and</td>
<td>Ordinal scale</td>
</tr>
</tbody>
</table>
3.7 Validity and Reliability of the Research Instruments

Mugenda and Mugenda (2003) clarifies the exactness for information to a great extent relies upon the nature of information accumulation instruments. Kaliapen and Hilman (2013) clarify that legitimacy is the degree to which an exploration instrument can quantify what it should gauge. Unwavering quality then again is clarified through Mugenda and Mugenda in 2003 as a ration for how much research gadgets produce steady outcomes.

3.7.1 Validity of the Data Collection tools

Kothari (2004) portrays legitimacy, for example how much apparatus can show the final results and what it should measure. Legitimacy poll was controlled by guaranteeing that inquiries or things in it coordinate with the investigation's applied framework. The study utilized content legitimacy which would let the analyst to look for master and expert assessment and contribution from the administrator. It additionally empowers the scientist to survey the idea estimated by the instrument and to discover the exactness of the things or agenda of the examination (Mugenda, 2003).

3.7.2 Reliability of Data Collection Instruments

Gay (1992) characterized unwavering quality as the level of consistency that the instrument outlines. The investigator used pilot testing methodology since it is typical that a couple of things or request would have a few likely answers. The scientist set up the unwavering quality of the polls by registering the alpha coefficient of the things (questions) in the survey. Cronbach's alpha of 0.7 or more demonstrates an abnormal state of inside consistency in the survey.
3.8 Data Collection Procedure

Essential information was gathered utilizing self-managed polls through analyst to defendants in Organization work station. Examination permission was asked from National Commission for Science, Technology and Innovation, formerly starting genuine information gathering, the scientist at that point will utilize official initial letter and the master's level college investigate approval letter when approaching the respondents. The information was gathered in a time of three weeks.

3.9 Data Analysis and Presentation

Information investigation is the demonstration of bringing demand, arranging and deciphering the mass of information gathered. Before managing the reactions, the aggregated data was set up for quantifiable examination. After the party of information, it was recorded and isolated utilizing Statistical Package for Social Sciences (SPSS). For quantitative data, distinct and inferential insights was utilized to break down where clear measurements included; percentages, frequencies, means and standard deviations while inferential measurements included relapse analysis. Inferential examination analyzed the connection between workforce decent variety and representative execution through multiple analyses. Data was presented in comprehensive tables, graphs and charts which indicated the responses of each category of variables.

The model of regression which join couple of self-sufficient elements. The association varies between these dependent variable Y and distinctive factors to the XS which is noted below:

\[ Y_t = \beta_0 + \beta_1X_1t + \beta_2X_2t + \beta_3X_3 + \beta_4X_4 + \epsilon t \quad \ldots \quad (I) \]

In these supplanted view, workforce and variety factors. These investigation looks divided if the representative execution can be disclosed by reference to changes in an arrangement of free factors. Here:

\[ y = \text{estimation of the variable which is needy (worker execution)} \]
\[ \beta_0 = \text{Constant} \]
\[ \beta_{1,2,3,4} = \text{Independent factors coefficient} \]
\[ X_1 = \text{Age} \]
\[ X_2 = \text{Gender} \]
\[ X_3 = \text{Education level} \]
\[ X_4 = \text{Ethnicity} \]
εt = is an error 0.05(captures some other variable that might haven’t been incorporated into condition)

3.10 Ethical Consideration

With respect to considers, ethics suggests the suitability of the expert's immediate in association with the benefits of the people who transform into the subject of an examination or impacted by it (Saunders, Lewis, & Thornhill, 2009). The moral issues join security of conceivable and honest to goodness respondents, consider nature interest and the advantage to pull back to some degree or completely from the procedure, assent and conceivable deluding by respondents, support of portrayal of information gave by respondents and their absence of definition. It is in this way moral to maintain secrecy of the members and endorsement looked for from them to give the analyst a chance to finish the examination. There was no unoriginality of data and the study looks to recognize the source of each data utilized with the end goal of the inquiry. The ministry was guaranteed that the research is for academic purposes and confidentiality was to be upheld. It was also supported by a Research Permit from NACOSTI.
CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction
This section exhibits the discoveries of the investigation in view of the dissected information. The investigation was direct by the accompanying goals; effect of age on representatives' execution, sex on workers' execution, training level impact representatives' execution and ethnicity on workers' execution. These accumulations of information were coded into SPSS Version 23.0 for investigations and introduction. These discoveries are shown in the consequent areas.

4.2 Demographic and Reliability Test

Response Rate
This scientist dispersed 38 surveys to workers from various frameworks. 29 surveys were slowly filled and displayed to the analyst. These discoveries gave reaction rate of 76%. This rate was the required limit. This is in consent to Mugenda and Mugenda (2003) two thousand and eight, who expressed that the response rate of half is sufficient for investigations and revealing, a sixty percent rate is by and large great while a seventy percent rate of response is magnificent. For this study, the rate of response in the present investigation was adequate for examination and detailing of the discoveries.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>29</td>
<td>76</td>
</tr>
<tr>
<td>Non- Response</td>
<td>9</td>
<td>24</td>
</tr>
<tr>
<td>Total</td>
<td>38</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey data, 2018

Reliability Test
The examination directed a trial assessment to distribute this unwavering quality of results. A Cronbach Alpha was registered. Reality discoveries are shown in the Table 4.2 beneath.
Table 4.2: Reliability Test

<table>
<thead>
<tr>
<th>Variable</th>
<th>Number of Item</th>
<th>Cronbach Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>8</td>
<td>0.851</td>
</tr>
<tr>
<td>Gender</td>
<td>13</td>
<td>0.795</td>
</tr>
<tr>
<td>Education</td>
<td>12</td>
<td>0.811</td>
</tr>
<tr>
<td>Ethnicity</td>
<td>9</td>
<td>0.812</td>
</tr>
<tr>
<td>Employee Performance</td>
<td>11</td>
<td>0.824</td>
</tr>
<tr>
<td><strong>Average Cronbach Alpha</strong></td>
<td></td>
<td><strong>0.8186</strong></td>
</tr>
</tbody>
</table>

Source: Survey data, 2018

The study indicates that age has a Cronbach Alpha of 0.851, gender has 0.795, education has 0.811, ethnicity has 0.812 and employee performance has 0.824. Since the Cronbach alpha is >0.7, this indicates that the questionnaires was reliable in conducting these study.

**Gender**

The distribution of respondents’ gender is indicated in the Figure 4.1

![Figure 4.1: Gender](image)

Source: Survey data, 2018

Figure 4.1 shows that the majority of the respondent 55% in the ministry of lands and physical planning, Kenya was male, 45% were female. This presents that both genders were equitably represented in this research.

**Agents**

Age composition of the participants is as indicated in the Figure 4.2
Figure 4.2: Age

Source: Survey data, 2018

Figure 4.2 indicates that 37.9% of the respondents were aged between 41-50 years, 27.6% were 31-40 years, 20.7% were 18-30 years and 13.8% were 51-60 years. This indicates that majority of the employee in ministry of lands Kenya were above 30 years old.

Marital Status

Education required to establish and distribute the matrimonial standing of the respondents. The findings are indicated in Figure 4.3.

Figure 4.3: Marital Status

Source: Survey data, 2018
Figure 4.3 indicates that 48.3% of the defendants got married, 20.7% remained widowed, 17.2% were divorced and 13.8% were single. The study indicates that majority of the respondents at ministry of lands were family persons hence reliable data was sought.

**Education**

This study sought to establish the highest level of education level of those who participated. The fact findings are indicated as indicated in the Figure 4.4.

![Bar chart showing education levels]

**Figure 4.4: Education**

*Source: Survey data, 2018*

Figure 4.4 indicates that majority of the respondents 51.7% highest level of education was bachelor’s degree, 20.7% had masters and 27.6% had diploma. This indicates that the respondents would interpret the questionnaires and reliable data was sought.

**Position**

The distribution of the position of the respondents is as in indicating in the Figure 4.5.
Figure 4.5: Position

Source: Survey data, 2018

Figure 4.5 shows that 41.4% of the respondents were support officers, 31.0% were technical staff, 13.85% were the management officers, and 6.9% were HR officers and administrators. Therefore, respondents were skilled enough and gave reliable data.

Length of Service

Researcher has to determine the distribution span and provision of the respondents. The facts findings are as indicated in Figure 4.6.

Figure 4.6: Length of Service

Source: Survey data, 2018
The study indicated the 34.5% of the respondents’ length of service was 16-20 years, 31.0% length of service was 11-15 years, 24.1% length of service was 0-10 years and 10.3% length of service of the respondents was over 20 years. This indicates that majority off the respondents’ length of service was above 10 years hence they were skilled and understood the company well.

4.3 Descriptive Statistics

4.3.1 Age
Several statements on how age influenced performance in public organization with reference to Ministry of Lands and physical planning the researcher mainly noted Kenya. The participants were urged to indicate the degree of agreement of every sentiment. A scale of Likert of one to five where; one equals strongly agree, two equals Agree, three equals Neutral, four equals Disagree and five equals strongly disagree was used. The findings are indicated in the Table 4.3.

Table 4.3: Age

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization respects employees’ age differences and tries to solve their issues equally in the spirit of enhancing performance</td>
<td>4.17</td>
<td>.759</td>
</tr>
<tr>
<td>Older employees relate well with their younger counterparts to foster teamwork</td>
<td>3.27</td>
<td>1.60</td>
</tr>
<tr>
<td>Employees learn from each other regardless of their age differences</td>
<td>3.48</td>
<td>1.59</td>
</tr>
<tr>
<td>The age differences in work group might cause conflict.</td>
<td>4.48</td>
<td>1.02</td>
</tr>
</tbody>
</table>

*Source: Survey data, 2018*

The findings in Table 4.3 specifies that the popular defendants come to understanding with a prodigious extent in Ministry of Lands and physical planning respected employees’ age differences and tried to solve their issues equally in the spirit of enhancing performance as supported with average of 4.17 by average unconventionality of 0.759. Age difference in an organization empowers information exchange and adoption of technology enhancing performance increase. This is in agreement with Argarwala (2010) who indicate that age diversity empowered the exchange of information and experience between ages therefore needing to set coaching programs whereby the more established representatives filled in as guides for the more youthful workers to guarantee that abilities are passed on to the new administrators.
The study established that older employees related well with their younger counterparts to foster teamwork as shown by a mean of 3.27 with standard deviation of 1.60. Majority of the older employees were reluctant to change therefore, relied on younger employees when engaging in technology hence they were less worried in advancing themselves relating well with their young counterpart. This is in agreement with Macibi (2007) who indicated that more established workforce have advanced an intelligence that assistance them discover routes through perplexing and requesting conditions, have developed, and are less worried about advancing themselves while those who have been in work for a drawn out stretch of time have an assortment of abilities and the individuals who are recently utilized have a cutting-edge approach.

The study indicated a moderate agreement on employees learning from each other regardless of their age differences indicated by 3.48 mean with 1.59 standard deviation. The findings indicated that some employees had exceptional learning and understanding powers hence would be the pillars of the weak employees by helping them on their activities. This is similar to the study carried out by Argarwala (2010) who indicate that age diversity empowers the exchange of information and experience between ages in this manner need to set coaching programs whereby the more established representatives fill in as guides for the more youthful workers to guarantee that abilities are passed on to the new administrators.

Regarding the age differences at Ministry of Lands and physical planning the defendants were in covenant with a prodigious degree which work group might cause conflict them as indicated by the 4.48 mean with a 1.02 standard deviation. The findings are in the agreement with a study carried out by Macibi, (2007) who indicate that by the year 2050 it has been anticipated that more than one in each five people however out the world would be matured 60 or over therefore, age segregation does not go about as an obstruction to constructive connection with individuals of all ages gathering.

**4.3.2 Gender**

Several statements on how gender influenced performance in public organization with reference to Ministry of Lands and physical planning carefully in Kenya were noted in the study. The participants were urged to note the degree to which they agreed to given statements. A Likert scale of one to five where; one = strongly agree, two = Agree, three = Neutral, four = Disagree and five = strongly disagree was used. The findings are indicated in the Table 4.4.
Table 4.4: Gender

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is not looking down on either gender when hiring employees</td>
<td>3.34</td>
<td>1.26</td>
</tr>
<tr>
<td>Reasonable treatment is given to all workers, regardless of whether they are male</td>
<td>3.89</td>
<td>1.14</td>
</tr>
<tr>
<td>or female</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The company’s training and development program is developed to meet the criteria/</td>
<td>2.86</td>
<td>1.05</td>
</tr>
<tr>
<td>prerequisite of the male and female</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women are involved in the company’s decision making and problem solving as men</td>
<td>4.55</td>
<td>.948</td>
</tr>
</tbody>
</table>

*Source: Survey data, 2018*

Table 4.4 indicates that respondents moderately agreed that workers had not been discriminated by company while hiring and recruitment procedure on the sex premise by a mean of 3.34 with standard deviation of 1.26. Ministry of Lands and physical planning administrators indicate that they were cautious of discrimination and recruited their employees based on their intellectual levels. This is in agreement with Basset Jones (2005) who indicates that equal opportunities should be available to anyone and one should focus to legislate against discrimination, believe that people should be absorbed into the organization, and often relies on affirmative action.

Respondents were in agreement that reasonable treatment was given to all workers, regardless of whether they were male or female as portrayed by a 3.89 mean and 1.14 standard deviation. This is in agreement to research findings by Munjuri (2012) in the Banking Sector in Kenya who revealed that the banking sector had strategies for support to gender groups, and equal employment opportunities. Similarly, a study by Ngao (2013) at Kenya Ports Authority (KPA) indicated that gender, greatly impacted on organizational performance and success.

Regarding company’s training and development program being developed to meet the criteria/prerequisite of the male and female, the respondents disagree with a mean of 2.84 with standard deviation of 1.05. This is in agreement with Lynnes (2002) who stated that most ladies see a male-commanded culture as impediment to their prosperity; however sex contrasts were not identified with execution in professional occupations, where sheerer physical quality is from time to time required.
Respondents were in agreement with a great extent that women were involved in the company’s decision making and problem solving as much as men as depicted by a 4.55 mean with a 0.948 standard deviation of. Jones (2008) denoted that higher progression of women top-organization positions had best cash related execution over relationship with cut down degrees of female best boss. Work advertise information demonstrate that a sharp sex isolate has created in the working-age assemble since 1998.

### 4.3.3 Highest Level of Education

The researcher noted several statements on how highest level of education influenced performance in public organization with reference to Ministry of Lands and physical planning in Kenya. The investigator also requested the participants to denote the degree of their acceptance on every sentiment. Results are summarized in the Table 4.5.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Differences in employees’ academic qualifications does not affect work Performance</td>
<td>3.24</td>
<td>.786</td>
</tr>
<tr>
<td>Educational diversity amongst employees has enhanced the quality of work and decisions made in the organization</td>
<td>4.17</td>
<td>.848</td>
</tr>
<tr>
<td>The recruitment design of the firm depends on the education background of the workers</td>
<td>3.65</td>
<td>.483</td>
</tr>
<tr>
<td>Opportunities for growth and advancement exist for staff who have lower qualification in education</td>
<td>3.44</td>
<td>1.37</td>
</tr>
</tbody>
</table>

*Source: Survey data, 2018*

Table 4.5 indicates that defendants were in agreement at a moderate extent that differences in employees’ academic qualifications did not affect work Performance as indicate by the mean of 3.24 with 0.786 standard deviation. The study reveals that the employees’ entrepreneurial capacity influenced by their productivity in the firm level. This is in agreement with Daniel (2009) who stated that, work open to those with working foundation yet do not have an ensured tertiary paper may disengage from the comprehensive group who have such organizing level.

Respondents were in agreement at a great extent that educational diversity amongst employees enhanced the quality of work and decisions made in the organization as confirmed by a 4.17 mean with 0.848 standard deviation. High education capacity enables the employees to make right an informed decision. This is in agreement with a study carried out by Elsaid (2012) who
indicated that educational background was significant in explaining employee performance when employees with different educational levels or background worked together. Those with higher education tended to perform better.

The study established that recruitment design of the firm depends on the education background of the workers as evidenced by the 3.65 mean with a 0.484 standard deviation. Employees at ministry of lands are recruited based on their education background to enhance their efficiency in productivity. This is in agreement with a study by Munjuri (2012), who established that the Banking Sector in Kenya with respect to the effects of educational background and employee performance showed that employees with higher education performed better.

Regarding the opportunities for growth and advancement existing for staff who have lower qualification in education, respondents were in agreement at moderate extent as revealed by a 3.44 mean with 1.37 standard deviation. This is in agreement with Thatcher (1997) who indicated that refinements in educational establishment incite an improvement in errand related viable trades in work social occasions. Similarly, Munjuri (2012) indicated that in the Banking Sector in Kenya revealed that the banking sector had strategies for support to gender groups, and equal employment opportunities.

4.3.4 Ethnicity

The investigator find out that ethnicity has different statement that influence performance in public organization with reference to Ministry of Lands and physical planning in Kenya. Participants were then asked to mark the degree of their acceptance of on every statement. The results are revealed in the Table 4.6.

Table 4.6: Ethnicity

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities for growth and advancement exist for minorities in our firm</td>
<td>4.17</td>
<td>.759</td>
</tr>
<tr>
<td>The organization concerns about the Staff’s customs, cultures, and values</td>
<td>3.93</td>
<td>.798</td>
</tr>
<tr>
<td>Various languages that are used to converse do not create problem among employees</td>
<td>4.06</td>
<td>.752</td>
</tr>
<tr>
<td>The ethnicity differences do not encourage conflict</td>
<td>3.58</td>
<td>.907</td>
</tr>
</tbody>
</table>

*Source: Survey data, 2018*
Table 4.6 shows that the accused were in acceptance, at a high degree, that opportunities for growth and advancement existed for minorities in Ministry of Lands and physical planning as braced by the average of 4.17 with standard deviation of 0.759. This was in agreement to a study carried out by Eugene (2011) who indicates that there were delegates who varied ethnically in performing insufficiently in comparison to the homogeneous gatherings. In accordance to the results, in ethnically homogeneous affiliations, the ethnic differences between individuals from various gatherings ends up being more striking and will presumably interfere with execution.

Respondents were in agreement that Ministry of Lands and physical planning were concerned about the Staff’s customs, cultures, and values by a mean of 3.93 with standard deviation of 0.798. The ministry ensures that their staffs valued the organization values and mission. This is in agreement with Jackson (2013) who state that leaders should ensure that all staff working in an organization, their background notwithstanding, form a strong team. Some tribes have positive attributes such as a culture of hard work which they can bring to an organization, good values to be emulated by others.

Regarding various languages that were used to converse and not creating problem among employees, respondents were in agreement on great extent as supported by the mean of 4.06 with standard deviation of 0.752. Administrators ensured that there was a conducive environment among employees and languages being conversed did not create problems among employees for effective performance and productivity. This is in agreement with Dahlin (2005) who stated that atypical condition of collected game plan in ethnicity may be negative since it can make conflicts and get-togethers in light of social categorization.

The study established that respondents’ ethnicity differences do not encourage conflict by the mean grade of 3.58 with a standard deviation of 0.907. This is in agreement with a study carried out by Eugene (2011) who established that Malaysia Airlines depicted there was basic association among ethnicity social occasion and delegate execution. Similarly, Alesina and La Ferrara (2005) who stated that ethnic diversity infers decent variety in dialects, religions, races and societies.

**4.3.5 Employee Performance**

Several statements on employee performance in public organization with reference to Ministry of Lands and physical planning in Kenya remained prudently recognized by the investigator.
Participants remained constant then bidden to note the magnitude of their acceptance on each assertion. A Likert scale of one to five where; one = strongly agree, two = Agree, three = Neutral, four = Disagree and five = strongly disagree was used. The findings are indicated in the Table 4.7.

**Table 4.7: Employee Performance**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>when a customer is dissatisfied, I can usually correct the problem to</td>
<td>3.79</td>
<td>1.20</td>
</tr>
<tr>
<td>their satisfaction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>My job makes good use of skills and abilities.</td>
<td>3.82</td>
<td>1.22</td>
</tr>
<tr>
<td>I am rewarded for quality of my effort.</td>
<td>4.27</td>
<td>.701</td>
</tr>
</tbody>
</table>

Source: Survey data, 2018

As shown in Table 4.7, respondents were in agreement that when a customer is dissatisfied, Ministry of Lands and physical planning seniors would correct the problem to the customer’s satisfaction as indicated by a mean of 3.79 with standard deviation of 1.20. This is in agreement with Jackson (2004) who defines Social category diversity as dissimilarity in social category membership. For instance, it can happen if members of the group vary in relation to gender, age or if they come from different ethnic groups. As a result of these differences, a team would achieve a low level of cohesiveness and satisfaction.

Respondents were in agreement that their job made good use of their skills and abilities as supported by a mean of 3.82 with standard deviation 1.2.2. Macibi (2007) established that workforce had advanced an intelligence that assisted employees discover routes through themselves while those who have been in work for a drawn out stretch of time have an assortment of abilities and the individuals who are recently utilized have a cutting-edge approach.

Respondents were in agreement to a great extent that they were rewarded for quality of their effort at Ministry of Lands and physical planning for instance evidenced by a 4.27 mean with 0.701 standard deviation. Sparrow and Marchington (1998) indicate that employees considered incentives for work well done, the indicators were positive performance to indicate whether an organization is doing well.
4.4 Regression Analysis

The study conducted regression analysis in establishing workforce diversity on performance in public organization with reference to Kenya’s Ministry of Lands and physical planning. The finding of analyses of models, ANOVA and coefficient regression is designated in the successive segments.

4.4.1 Summary of the Model

Table 4.8: Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.817(^a)</td>
<td>.668</td>
<td>.663</td>
<td>1.19346</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), sexual orientation, instruction, age, ethnicity.

After discoveries, coefficients of association R was 0.817 and sign of solid positive relationship be tween’s factors, coefficient of assurance R square is 0.668 which means 66.8%. This imply 66.8% varieties in subordinate factors can be followed by; ethnicity, sexual orientation, training and age. The remaining of 33.2% can be clarified by different factors past the extent of the present investigation.

4.4.2 ANOVA

It was done at five percent level of its essentialness. The discoveries are demonstrated in the Table 4.9.

Table 4.9: ANOVA

<table>
<thead>
<tr>
<th>Prototypical</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>average Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lapse</td>
<td>167.461</td>
<td>4</td>
<td>41.865</td>
<td>29.400</td>
<td>.000(^b)</td>
</tr>
<tr>
<td>Residual</td>
<td>34.184</td>
<td>24</td>
<td>1.424</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>250.690</td>
<td>28</td>
<td>1.424</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey data, 2018

a. Dependent Variable: employee performance

b. Predictors: (Constant), ethnicity, gender, education, age

After discoveries, \( F_{\text{Spontaneous}} \) stayed 29.400 and \( F_{\text{Critical}} \) stood 2.776 an indication that \( F_{\text{Spontaneous}} > F_{\text{Critical}} \) indicating the general lapse model was significant in the education. The p rate= 0.00<0.05 and indication that at least one variable significantly influenced the study in
establishing workforce diversity on performance in public organization with reference to Ministry of Lands and physical planning, Kenya.

4.4.3 Regression Coefficient

To determine the individual factor influencing employee concert of Ministry of Lands and geographical design, Kenya, the following coefficient of regression was generated.

Table 4.10: Regression Coefficient

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Consistent Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Standard Error</td>
</tr>
<tr>
<td>Continuous</td>
<td>1.377</td>
<td>4.140</td>
</tr>
<tr>
<td>Age</td>
<td>.247</td>
<td>.169</td>
</tr>
<tr>
<td>Gender</td>
<td>.496</td>
<td>.156</td>
</tr>
<tr>
<td>Education</td>
<td>.700</td>
<td>.180</td>
</tr>
<tr>
<td>Ethnicity</td>
<td>-.680</td>
<td>.159</td>
</tr>
</tbody>
</table>

*Source: Survey data, 2018*

a. Dependent Variable: Employees performance

The resultant equation becomes:

\[ Y = 1.377 + 0.247X_1 + 0.496X_2 + 0.700X_3 - 0.680X_4 \]

Where: \( Y = \) Employees performance

\( X_1 = \) Age

\( X_2 = \) Gender

\( X_3 = \) Education

\( X_4 = \) Ethnicity

Fact findings when all the variables are held constant, performance of employees at the Ministry of Lands and physical planning in Kenya would remain 1.377. A unit diminishes in age when the various variables were held consistent can be at 0.247. A unit increment in sex when the various elements were held steady would be at 0.496. Unit increment in instruction when every one of the elements were detained consistent would be at 0.7 and a small increment in ethnicity when the various components were held steady would be at 0.68.
The p estimation of sexual orientation was 0.004<0.05 and sign that the variable fundamentally impacted the examination. This is in concurrence with Argarwala (2010) who showed that organization's ability to pull in and hold women's specialists would be influenced by its ability to give family-settlement practices and workplaces, for instance, getting ready for returners and calling breakers i.e. women managing young children.

The p estimation of instruction was 0.001<0.05 and sign that the variable altogether impacted the investigation. This is in concurrence with an examination by Elsaid (2012) in the Egyptian Pharmaceutical Industry who showed that instructive foundation was huge in clarifying worker execution when representatives with various instructive levels or foundation cooperated and those with advanced education had a tendency to perform better. Ethnicity p value=0.000<0.05 a sign that the variable altogether affected the investigation. Learning concurs with Jackson (2013) who indicated that ethnic and racial decent variety, early research into outcomes of the social integration inside United States recommended expanding racial assorted variety in prevalently white groups prompted expanded levels of racial clash. The p value=0.157 >0.05 an indication that age negatively influence the study in establishing influence of employee performance in Ministry of Lands and physical planning, Kenya. This is in disagreement with a study by Eugene (2011), at the Malaysia Airlines who demonstrated that diversity inside authoritative divisions as for age, and performance is related with higher worker's profitability.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This part displays the outline of the discoveries of the investigation. Exchanges are connected with writing. Conclusion is drawn from the discoveries of the examination. Proposal and recommendations for additionally thinks about is taken out of the discoveries of the investigation.

5.2 Summary of the Findings

The main objective of the study was to examine workforce diversity and performance in public organization with reference to Ministry of Lands and physical planning, Kenya. The study was guided by the following research questions; impact of age on employees’ performance, effect of gender on employees’ performance, influence of the highest education level on employees’ performance and the influence of ethnicity on employees’ performance in the ministry of Lands and physical planning, Kenya.

The study established that age negatively influenced the study in establishing influence of employee performance in Ministry of Lands and physical planning, Kenya. The study recognized that majority of the respondents were in agreement to a great extent that Ministry of Lands and physical planning respected employees’ age differences and tried to solve their issues equally in the spirit of enhancing performance. Age difference in an organization empowers information exchange and adoption of technology enhancing performance increase.

The study built up that sexual orientation has essentially impacted the investigation. The examination built up that respondents were in consent, all things considered, that ladies were engaged with the organization’s basic leadership and critical thinking as much as men. Respondents were in understanding that sensible treatment was given to all specialists, paying little mind to whether they were male or female, the investigation additionally settled that respondents decently concurred that laborers had not been separated by organization while employing and enrollment technique on the sex preface. With respect to preparation and advancement program being produced to meet the criteria/essential of the male and female.
The investigation built up largest amount of training essentially affected the examination. Instructive decent variety among representatives upgraded the nature of work and choices made in the association. Enrollment plan of the firm relies upon the instruction foundation of the representative. Workers at service of grounds were enrolled in light of their instruction foundation to upgrade their effectiveness in profitability. Open doors for development and headway existing for staff who have bring down capability in instruction. Contrasts in representatives' scholarly capabilities did not influence work Performance.

The study established that ethnicity significantly influenced the study. Opportunities for growth and advancement existed for minorities in Ministry of Lands and physical planning. Various languages were used to converse and not creating problem among employees. Ministry of Lands and physical planning were concerned about the Staff’s customs, cultures, and values. Respondents’ ethnicity differences did not encourage conflict.

5.3 Conclusion

The study concludes that age negatively influenced performance of employees in the Ministry of Lands and physical planning in Kenya. Respondents were in agreement to a great extent that Ministry of Lands and physical planning respected employees’ age differences and tried to solve their issues equally in the spirit of enhancing performance. Regarding age differences at Ministry of Lands and physical planning, respondents were in agreement to a great extent that work group would cause conflict between the employees. Older employees related well with their younger counterparts to foster teamwork. There was moderate agreement on employees learning from each other regardless of their age differences.

The study concludes gender significantly influenced influenced performance of employees in the ministry of Lands and physical planning, Kenya. Respondents were in agreement to a great extent that women were involved in the company’s decision making and problem solving as much as men. There was reasonable treatment given to all workers, regardless of whether they were male or female. Workers had not been discriminated by company while hiring and recruitment procedure on the sex premise.

The study further concludes that education significantly influenced performance of employees in the ministry of Lands and physical planning, Kenya Educational diversity amongst employees
enhanced the quality of work and decisions made in the organization. Recruitment design of the firm depends on the education background of the workers. Regarding the opportunities for growth and advancement, respondents were in agreement at moderate extent that opportunities existed for staff that had lower qualification in education and study further concludes that employees’ academic qualifications affected work Performance.

The study concludes that ethnicity significantly influenced performance of employees in the ministry of Lands and physical planning, Kenya. Respondents were in agreement at a great extent that opportunities for growth and advancement existed for minorities in Ministry of Lands and physical planning. Various languages used to converse and not creating problem among employees were used at ministry of Land and planning. Ministry of Lands and physical planning were concerned about the Staff’s customs, cultures, and values. Ethnicity differences did not encourage conflict at Ministry of Lands and physical planning.

5.4 Recommendation

The study recommends that Ministry of Lands and physical planning; Kenya should consider age of the employees while hiring new employees since age significantly influence performance. Administrators at Ministry of Lands and physical planning should respect employees’ age differences and try to solve their issues equally in the spirit of enhancing performance. Administrators at Ministry of Lands and physical planning should enhance work group to reduce conflict between the employees. Older employees should relate well with their younger counterparts to foster teamwork. Employees should learn from each other regardless of their age differences.

The study further recommends Ministry of Lands and physical planning; Kenya should enhance gender equality of the employees for efficient performance. Women should be involved in the company’s decision making and problem solving as much as men. There should be a reasonable treatment given to all workers, regardless of their gender. Discrimination during recruitment procedure by company should be avoided while hiring on the sex premise. Company’s training and development program should be developed to meet the criteria/prerequisite of both genders.

The study recommends that Ministry of Lands and physical planning, Kenya should hire qualified employees due to good decision making. Educational diversity amongst employees
should enhance the quality of work and decisions made in the organization. Recruitment design of the firm should depend on the education background of the workers. Opportunities for growth and advancement should exist for all the staffs regardless of their qualifications. The study further recommends that employees’ academic qualifications should not affect work Performance.

The study recommends that ethnicity should significantly influence employees’ performance in the ministry of Lands and physical planning, Kenya. Opportunities for growth and advancement should exist for all the employees in Ministry of Lands and physical planning. Precise languages should be used to converse so as not to create problem among employees at ministry of Land and planning. Ministry of Lands and physical planning should be concerned about the Staff’s customs, cultures, and values. Ethnicity differences should not encourage conflict at Ministry of Lands and physical planning.

5.5 Suggestion for Further Studies

The present examination was constrained at Ministry of Lands and physical planning; future researchers should complete comparative investigations in various ministries. The coefficient of assurance R square was 0.668 which means 66.8%. This implied 66.8% varieties in subordinate factors would be followed by autonomous factors. The remaining of 33.2% ought to clarify by different factors past the extent of the present investigation which future researchers should center around. The investigation depended on essential information, future academicians should complete comparable examinations by utilization of both optional and essential information for more exact outcomes.
REFERENCES


APPENDICES

APPENDICES I: LETTER OF INTRODUCTION

Dear Respondent,

My name is Charles Kimani an MBA (HR option) student from Kenyatta University. I am conducting a study on workforce diversity and performance in the ministry of lands and physical planning, Kenya. This study is purposely for academics. The information provided in this study will be accorded confidentiality. Your participation in such manner is exceedingly valued.

Thank you.
APPENDIX 2: QUESTIONNAIRE

Two categories are contained here. The participant is relied upon to indicate the proper choices from his or her assessment.

SECTION 1: Background Information

1. Gender
   Male ( )
   Female ( )

2. Indicate the category of age where you belong
   18-30 years ( )
   31- 40 years ( )
   41- 50 years ( )
   51- 60 years ( )

3. Marital status:
   Single ( ) Separated ( )
   Married ( ) Widow ( )
   Divorced ( ) Widower ( )

4. Indicate your highest education attainment?
   Primary ( )
   Secondary ( )
   Diploma ( )
   Degree ( )
   Masters ( )

5. Note your work designation

6. Number of years you have worked in the ministry?
   0- 10 years ( )
   11- 15 years ( )
   16- 20 years ( )
   Over 20 years ( )
SECTION 2

Kindly note the best answer from the scale underneath.

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<td>1. The organization respects employees’ age differences and tries to solve their issues equally in the spirit of enhancing performance</td>
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<td>2. Older employees relate well with their younger counterparts to foster teamwork</td>
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<td>3. Employees learn from each other regardless of their age differences</td>
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<td>4. The age differences in work group might cause conflict.</td>
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<td>5. Company shows gender partiality while hiring and recruitment procedure on the sex premise.</td>
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<td>6. Reasonable treatment is given to all workers, regardless of whether they are male or female</td>
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<td>7. The company’s training and development program is developed to meet the criteria/prerequisite of the male and female</td>
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<td>8. Women are involved in the company’s decision making and problem solving as much as men.</td>
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**EDUCATION LEVEL**  
9. Differences in employees’ academic qualifications does not affect work performance  
10. Educational diversity amongst employees has enhanced the quality of work and decisions made in the organization  
11. The recruitment design of the firm depends on the education background of the workers  
12. Opportunities for growth and advancement exist for staff who have lower qualification in education

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**ETHNICITY**  
13. Opportunities for growth and advancement exist for minorities in our firm  
14. The organization concerns about the Staff’s customs, cultures, and values  
15. Various languages that are used to converse do not create problem among employees  
16. The ethnicity differences do not encourage conflict

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**EMPLOYEE PERFORMANCE**  
17. when a customer is dissatisfied, I can usually correct the problem to their satisfaction  
18. My job makes good use of skills and abilities.  
19. I am rewarded for quality of my effort.

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**THANK YOU FOR YOUR PARTICIPATION**
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Ref: No. NACOSTI/P/18/50342/22034

Date: 9th April, 2018

Charles Kimani Irungu
Kenyatta University
P.O. Box 43844-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Workforce diversity and employee performance in the Ministry of Lands and Physical Planning, Kenya,” I am pleased to inform you that you have been authorized to undertake research in Nairobi County for the period ending 9th April, 2019.

You are advised to report to the Principal Secretary, Ministry of Lands and Physical Planning, the County Commissioner and the County Director of Education, Nairobi County before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

DR. STEPHEN K. KIBIRU, PhD.
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The Principal Secretary
Ministry of Lands and Physical Planning.

The County Commissioner
Nairobi County.
KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/CTY/PT/30759/15

DATE: 16th March, 2018

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,


I write to introduce Mr. Irungu Charles Kimani who is a Postgraduate Student of this University. He is registered for M.B.A degree programme in the Department of Human Resource Management.

Mr. Irungu intends to conduct research for a M.B.A Project Proposal entitled, “Workforce Diversity and Employee Performance in the Ministry of Lands and Physical Planning, Kenya”.

Any assistance given will be highly appreciated.

Yours faithfully,

MRS. LUCY N. MBAABU
FOR: DEAN, GRADUATE SCHOOL
KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

FROM: Dean, Graduate School

TO: Irungu Charles Kimani
     C/o Human Resource Management Dept.

DATE: 16th March, 2018

REF: D53/CTY/PT/30759/15

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 14th March, 2018 approved your Research Project Proposal for the M.B.A Degree Entitled, “Workforce Diversity and Employee Performance in the Ministry of Lands and Physical Planning, Kenya”.

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University’s Website under Graduate School webpage downloads.

Thank you.

HARRETT ISABOKE
FOR DEAN, GRADUATE SCHOOL

Chairman, Human Resource Management Department.

Supervisors:

1. Dr. Priscilla Ndegwa
   C/o Department of Business Administration
   Kenyatta University