

**WORKFORCE DIVERSITY MANAGEMENT PRACTICES AND PERFORMANCE OF  
PUBLIC SECTOR ORGANIZATIONS: A CASE OF KENYA POWER AND LIGHTING  
COMPANY HEADQUARTERS**

**HASSAN KALTUMA MOHAMED**

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## DECLARATION

This research proposal is my original work and has not been presented for award of any degree in any University.

Signed\_\_\_\_\_

Date\_\_\_\_\_

**Name: Hassan K. Mohamed**

**Reg.No.: C153/CTY/PT/33722/2015**

This research proposal has been submitted for examination with my approval as the University supervisor.

Signed\_\_\_\_\_

Date\_\_\_\_\_

**Prof. David Minja**

Department of Public Policy and Administration

Kenyatta University

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## OPERATIONAL DEFINITION OF TERMS

- Organizational performance:** Refers to the degree to which a company successfully and economically accomplishes its goals and objectives. It is a thorough indicator of an organization's performance that takes into account a number of factors, such as its financial standing, operational effectiveness, level of customer satisfaction, worker productivity, and more.
- Policies diversity:** Refers to formal documents that outline an organization's commitment to fostering diversity, equity, and inclusion within its workforce and workplace culture. These policies typically set forth the organization's principles, goals, and strategies for creating a diverse and inclusive environment.
- Training diversity:** Refers to a critical component of fostering a diverse and inclusive workplace. Such training programs aim to raise awareness, educate employees, and promote behaviors that embrace diversity and create a more inclusive environment.
- Work team diversity:** Refers to the existence of a diverse group of people working together on a project or task within an organization who have varying experiences, backgrounds, viewpoints, and abilities.
- Workforce diversity:** Refers to the range of traits and experiences that employees in a company bring to the workplace.
- Workforce diversity management practices:** Refers to the action of establishing an inclusive workplace for all workers. Making sure that everyone has an equal chance to succeed and be respected is part of this. It also entails developing guidelines and initiatives to assist a diverse labor force.

## **ABSTRACT**

Diversity in the workplace is an essential aspect of promoting organizational success in today's globalized society. Workforce diversity management has been found to have a direct effect on organizational performance. However, many organizations in Kenya have not adopted this concept. This survey aims to determine the effect of workforce diversity management practices on the performance of Kenya Power and Lighting Company. The study objectives are; to assess the influence of training on diversity, work team diversity and policies diversity on performance of Kenya Power and Lighting Company. The research will be guided by the Equity Theory and Pluralism Theory. In this research, a descriptive survey research design will be embraced. The 1650 workers at Kenya Power and Lighting Company are the focus of the study. The sample size will be ascertained using Slovin's formula. 322 respondents will be chosen by stratified random sampling. The aim of the questionnaires is to gather data. To improve the validity and reliability of research instruments, a pilot study will be carried out. The gathered data will be processed, revised, and coded before being entered into a social science statistical program for examination. Both descriptive and inferential analyses will be performed on quantitative data. Pie charts, bar graphs, frequency tables, and percentages will all be utilized to display the analyzed data. Based on the field results, a conclusion and recommendation will be made.



# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

Diversity in the workplace has become a key strategic factor that many companies consider essential for achieving workplace justice and fairness (Dahanayake, 2020). The equal opportunity principle ensures that diversity can be used to enhance corporate efficiency and effectiveness, rather than losing talented people due to differences (Provasi, 2021). Diversity needs to be respected and acknowledged in order to maintain a competitive edge. Diversity management will pay off in the long run by boosting competitiveness, efficiency, and productivity. Businesses that support and achieve workplace diversity are able to draw in and keep top talent as well as cultivate a loyal customer base (Reguera-Alvarado, De Fuentes & Laffarga, 2017). Beyond affirmative action and equal employment opportunity, there are other ways to address diversity in HR. According to Munjuri's (2012) assertion, a deficiency in diversity management concerning racial, gender, educational, professional, ethnic, religious, and other disparities frequently results in differences in promotion, salary, training, employee turnover, mutual acceptance, employment satisfaction, etc.

A study in United States of America by Atkinson, Alibašić and Oduro (2022) established that workforce diversity management is a crucial component of providing representative, high-quality public service as well as enhancing an organization's sustainability and resilience. The public sector needs to embrace diversity and value diversity in order to manage today's dynamic workforce effectively and productively. Encouraging diversity in the public sector contributes to long-term success and competitiveness. North America is experiencing diversity in all demographic dimensions, including race, ethnicity, gender, age, religion, degree of education,

and nationality. This is particularly evident in the United States, Mexico, and Canada. Parkin and Mendelsohn (2003) posit that ethnic diversity is an innate feature of both American and Canadian society. This indicates that there is a wide range of racial and national backgrounds among the workforce in these nations, in addition to age and gender.

In Pakistan, a study by Hanif, Athar, ur Rehman, Anwar and Ali (2022) revealed that successful workforce diversity management has become a business imperative and a compelling business case for organizations due to the growing gender and ethnically diverse workforce. Policies, procedures, rules, and regulations are being developed by organizations to manage the diverse workforce and to avoid problems like conflict and lack of cohesiveness among employees from different backgrounds working in teams. According to research conducted in Malaysia by Sanyang and Othman (2019), encouraging workplace diversity can boost employee engagement, retention, and recruitment all of which will enhance organizational performance. Organizations can use appreciation, innovation, and creativity that were made possible by diversity management practices to effectively address a variety of markets.

The diversity of the labor force and the continent's acceptance of it have also changed in Africa. Mwikali and Kyalo (2015) claim that Nigeria has seen a notable change in the diversity of its labor force. They note that diversity in terms of nationality and ethnicity coexists with age and gender in Nigerian organizations.

Munjuri and Maina (2013) conducted research on how employee performance in Kenya's banking industry is affected by workforce diversity management. According to the report, the bank used tactics like equal employment opportunities, diversity training, assistance for underrepresented groups, and balanced hiring. Employee compensation was solely determined by their performance ability and educational attainment, with no other factors related to

workforce diversity. Diversity in the workforce has been shown to have varying effects on worker performance, taking into account both managers and non-managerial Bank employees. Most Kenyan businesses do not exhibit a clear implementation of workforce diversity management. This may be explained by Kenya's lengthy and turbulent history as a crown colony, which included the violent struggle for equal opportunity and the war for independence; issues of diversity and equal rights are inextricably linked (Farmanesh et al., 2020).

### **1.1.1 Workforce diversity management practices**

Workforce diversity management is the process of actively fostering and utilizing a diverse workforce inside an organization. Many characteristics can be included in this diversity, such as race, gender, ethnicity, age, disability, sexual orientation, and cultural background, among others. A diverse and equitable workplace where all workers feel appreciated and have equal chances to succeed is the goal of effective diversity management (Cletus, Mahmood, Umar & Ibrahim, 2018). Managing workplace diversity should be a priority for every company (Kundu & Mor, 2017). Diversity is now one of the biggest management issues that companies in every sector are dealing with (Selvara, 2015). In this quickly evolving global economy, companies that support diversity in the workforce are more likely to succeed and secure their future (Bana, 2016; Wario, 2019).

Research indicates that companies with high proportions of effective diversity management are more productive and successful, which in turn gives corporate cultures the fresh perspectives, trailblazing talent, and innovative ideas they need to thrive (Kyalo, 2015). The concept of workforce diversity management has not been widely implemented in Kenyan organizations, despite the fact that it has been shown to have a direct impact on employee performance. Organizations face a variety of diversity challenges, including changes in labor force

demographics, global competition, and global markets, all of which require strategic management (Onyango, 2015).

Even with millions of dollars spent by organizations hoping to improve performance and employee morale through workforce diversity, the desired results are rarely realized. Given the diversity of their workforce with regard to racial, religious, ethnic, linguistic, cultural, sexual, and conceptual identities, business organizations must protect society or business from potentially devastating conflicts that can easily arise in a radically heterogeneous or diverse organization. Research indicates that companies with significant and skillfully managed diversity are productive, leading to the creation of corporate cultures that possess the innovative outlooks, trailblazing abilities, and novel concepts essential for their survival (Mecheo, 2016; Mwangi, 2021).

Organizational performance, effectiveness, productivity, and sustained competitiveness are all improved by workforce diversity management strategies (Munjuri & Maina, 2013). By bringing people together with different viewpoints, workforce diversity management can increase productivity. According to Davis, Frolova, and Callahan (2016), organizational policies can strengthen ties with multicultural communities, improve business performance, and increase employee satisfaction and loyalty when they are implemented effectively (through workforce diversity management). According to Guajardo (2015), work force diversity management encourages the exchange of different ideas and points of view, which in turn promotes creativity, inventive problem solving, and productivity. Consequently, this positively impacts the effectiveness and behavior of the organization.

### **1.1.2 Organization Performance**

According to Duque-Urbe, Sarache, and Gutiérrez (2019), performance must be able to measure the required metrics for efficacy, environmental responsibility, efficiency, and including cycle time, waste reduction, productivity, and regulatory compliance. Effective workforce diversity initiatives should improve organizational and employee performance. Since employee performance affects organizational performance, diversity in the workforce has internal benefits that are crucial for fostering employee engagement (Ellison & Mullin, 2014). Effective workforce diversity practices are known to enhance employee and organizational performance, claim Khassawneh and Mohammad (2022).

Roberson (2019) asserts that workplace diversity management is positively correlated with an organization's productivity and/or profitability. More creativity, a range of viewpoints, improved problem-describing skills, and more efficient problem-solving are all fostered by diversity. According to Manoharan and Singal (2017), employee diversity also promotes improved issue description, a wider range of viewpoints, more options, and better solutions. Although managing workforce diversity has a big effect on organizational performance, there are no guarantees. To reap the benefits of diversity, organizations must actively manage it through inclusive practices, policies, and leadership. They must also be prepared to address the challenges that may arise. When done effectively, diversity management lead to improved innovation, decision-making, and market access, as well as enhanced talent attraction and legal compliance, ultimately contributing to better overall performance and competitiveness.

### **1.1.3 Kenya Power and Lighting Company**

In Kenya, the production, transmission, distribution, and retail of electricity fall under the purview of the state-owned Kenya Power and Lighting Company (KPLC). It is governed by the

Energy Act and is regulated by the Energy and Petroleum Regulatory Authority (EPRA). The primary law governing all energy-related activities in Kenya under EPRA is the Energy Act. Numerous energy-related laws are consolidated under the Energy Act. It made changes to the Geothermal Resources Act of 1982, the Kenya Nuclear Electricity Board Order of 2013, and the Energy Act of 2006. The Nairobi Stock Exchange is home to KPLC listing as a public company (NSE). Kenya Power and Lighting Company is dedicated to delivering excellent customer service by effectively transmitting and distributing electricity that meets safety, reliability, and adequate standards at reasonable rates. To consistently meet the needs and expectations of its customers and other stakeholders, Staff of Kenya Power and Lighting Company, and the Board, Management are dedicated to the effective implementation and ongoing enhancement of the ISO 9001:2008 compliant Quality Management System (GoK, 2010).

Like many utilities in Africa, Kenya Power has faced challenges related to infrastructure maintenance, electricity losses (both technical and commercial losses), and the need for modernization and expansion to meet the growing demand for electricity in Kenya. Kenya Power has been involved in integrating renewable energy into its grid. Kenya Power has also been involved in the government's efforts to expand electricity access to rural and underserved areas through initiatives like the Last Mile Connectivity Project. The company has been working on improving customer services, including introducing digital platforms for bill payments, customer inquiries, and other services.

The Kenya Power and Lighting Company employs more than 7,000 people. To accomplish its corporate objectives, the company hires and keeps professionals who are highly motivated. The organization places a high value on employees having the necessary skills to perform their jobs and realize their full potential through ongoing staff education and development initiatives.

## **1.2 Statement of the problem**

Studies indicate that managing workforce diversity improves an organization's performance. Nonetheless, the studies that are currently available have concentrated on how workforce diversity practices affect performance (Wachira, 2016; Munjuri, 2012). Workforce diversity has gained international attention in the modern era, both in the workplace and in the marketplace. An open-minded mindset and a basic responsibility to make sure that workforce diversity is integrated into routine business procedures and corporate practices are prerequisites for any organization seeking to become more profitable and agile (Rizwan, Khan, Nadeem & Abbas, 2016). It is now crucial to comprehend how diversity in the workforce affects organizational outcomes like performance and employee satisfaction as well as employee turnover. Diversity management has also become more complex.

Workforce diversity management is the newest and most popular trend in all organizations today. Additionally, Workforce diversity management increases productivity for any organization since they are economic entities that can only survive by competing in this fiercely competitive world and making more money. People are dealing with a lot more issues at work as a result of the diverse workforce. Some colleagues are not working as a team or collaborating as much. But for the organization to succeed, each member needs to be efficient in the tasks they carry out within the department. Firing people as most managers have been doing is not the answer for those who are not very cooperative. As a result, even organizations that have embraced diversity by hiring individuals from various backgrounds fail to reap the rewards of having a diverse workforce. Therefore, this research study seeks to determine effect of workforce diversity management practices on employee performance at Kenya Power and Lighting Company.

### **1.3 Objectives of the Study**

The study objectives are;

- i. To assess the effect of training on diversity on the performance of Kenya Power and Lighting Company.
- ii. To determine the effect of work team diversity on performance of Kenya Power and Lighting Company.
- iii. To examine the effect of policies diversity on performance of Kenya Power and Lighting Company.

### **1.4 Research Questions**

The study seeks to answer the following questions;

- i. What is the effect of training on diversity on the performance of Kenya Power and Lighting Company?
- ii. What is the effect of work team diversity on performance of Kenya Power and Lighting Company?
- iii. What is the effect of policies diversity on performance of Kenya Power and Lighting Company?

### **1.5 Justification and Significance of the study**

In contemporary organizations, workforce diversity management practices are thought to present the biggest obstacles to human resource management. Managing workforce diversity in an organization is a challenging task. It is impossible to overestimate the significance of workforce diversity management as a tactic to enhance organizational performance, particularly in light of



recent changes to the global landscape. Factors such as age, gender, ethnicity/ race, culture, and more are contributing to the growing diversity of the workforce. This diversity can bring about both opportunities and challenges. It is essential to understand how diversity management practices influence employee performance in this evolving context.

The outcomes of this study provide managers with insights on workforce diversity variables influencing performance in public sector. All stakeholders in public institutions can access data from the study on how workforce diversity management enhances organizational performance. This would subsequently result in the identification of strategies to enhance the management of workforce diversity within the public sector.

The research provides information to the government to support the development and execution of workforce diversity management policies aimed at enhancing public sector performance. The staff will find the study to be of great significance. Employees will learn the value of their age, gender, and ethnic diversity in enhancing business performance. Therefore, it might help staff members embrace diversity and recognize the benefits of the different viewpoints, concepts, experiences, and knowledge that diversity offers. It might help staff members recognize diversity and use their individuality to further the objectives of the company. The findings will be utilized by academics and researchers to further their understanding. Researchers and academics can use the study as a starting point for their future researches on workforce diversity management in the public and private sectors.

### **1.6 Scope of the Study**

The Kenya Power and Lighting Company headquarter in Nairobi will be the site of this investigation. The survey's specific goal is to ascertain how workforce diversity management strategies affect the effectiveness of organizations. However, the study will examine how

training diversity, work team diversity and policies diversity influence organizational performance. The study population include management staff.

### **1.7 Assumptions of the Study**

The research makes the assumptions that the participants will provides precise information and that the data gathered will be typical of the whole organization. The study also makes the assumption that all information provided will be freely chosen and used for data analysis; furthermore, it makes the assumption that no data will be falsified or changed.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1 Introduction**

The part outlines the literature review for variables conceptualized in the research study. Relevant literature, both empirical and theoretical, that form the ground for the study are discussed. Moreover, summary of reviewed literature, knowledge gap and conceptual framework showing the association among variables are also presented in this chapter.

#### **2.2 Empirical Review**

##### **2.2.1 Training Diversity and Performance of Organization**

Mavinga (2019) conducted a study titled diversity for performance in the United Kingdom with the goal of investigating the effect of experiential diversity training on organizational performance. The study made available a number of diversity training workshops led by qualified counselors, encouraging them to express their worries. Respondents responded in a variety of ways, including readiness to engage, compliance, resistance, curiosity, fear, denial, and wrath. Participants appeared to have gained knowledge of personal identities and cultural oppressions, as well as overcame worries of establishing a discourse about diversity issues, in relation to their clinical practice. These difficulties had reduced options for collaborating with various parts.

Dobbin and Kaler (2017) conducted a study titled diversity and organizational management with the goal of assessing the impact training diversity on performance of organization across among numerous federal government agencies in the United States. They sampled 802 private sector enterprises in the United States. Their findings revealed a beneficial association between training

diversity and success of organization. The survey uncovered that diversity training has an impact on employees' perceptions of success as a result of their diversity training efforts, resulting in improved organizational performance.

Kossek, Lobel, and Brown (2005) did a survey on diversity management and training in South African commercial organizations. The study's objective was to assess how female managers' training affected the organization's performance. A total of 837,331 workers from 137 sizable commercial organizations in South Africa took part in the study. Among the staff, senior female managers made up 40%. Managers, both male and female, took part in the first training session. The role of women in management and gender issues were brought to the attention of female managers. The organizations were exposed to performance evaluation monitoring for two years. The 40% of organizations with senior female executives outperformed the rest. According to the study, staff training with a preference for women and minorities has a direct impact on organizational performance.

Munjuri (2012) conducted research on the association between employee execution and workforce diversity management in Kenya's banking industry. 4000 bank employees in the Nairobi area were the study's target population, and it used a descriptive survey research methodology. Using a stratified random selection technique, the respondents were selected from three branches located in Nairobi. The survey claims that the bank used programs including fair employment opportunities, minority group support, balanced hiring, and diversity training. Diversity in the workforce has been found to have varying effects on bank employees' performance, including managers and non-managerial staff.

### **2.2.2 Work team Diversity and Performance of Organization**

A research conducted in Pakistan by Rizwan et al. (2016) examined the impact of workforce diversity on worker performance in the country's banking sector. While there are many variables that can affect workers' execution. In this study, the only factors taken into account as predictors of an employee's performance within an organization are those that are deemed to be highly significant, such as gender, ethnicity/race, age, and education. Simple random sampling was employed for this study, and 230 employees of major banks in Lahore were personally given questionnaires to complete in order to gather data. The technique of regression analysis has been applied to data analysis and the determination of causal relationships between variables. The outcomes uncovered that having a diverse workforce in the banking sector has a major impact on employee performance.

Wachira (2016) examined the impact of worker diversity on the achievement of organization in particular state corporations. The survey design utilized in the study was descriptive. Standardized questionnaires were embraced to gather baseline data. The data were analyzed using statistical methods that were both descriptive and inferential. Market share, customer satisfaction, employee satisfaction, labor costs, and employee performance have all been found to be impacted by employee diversity, with employee performance being most affected.

Mecheo (2016) research on effect of employee cultural diversity on the execution of organizations. A quantitative descriptive research design was embraced. A Likert-type questionnaire with five scales was used to gather primary data. The employees of the oil Libya gas stations in Nairobi were given the questionnaire. The statistical program SPSS 20.0 was used to enter the data from the questionnaires and analyze them for descriptive statistics. A population sample was chosen from the total workforce using the sampling technique. Additionally, this

survey demonstrated the beneficial effects of cultural values on company execution. The company's performance was significantly impacted positively by only five employee value system variables: corporate values, customers, performance, and teamwork. His other five variables showed no discernible changes. The findings demonstrated that companies enhanced performance by rejecting negative cultural values and promoting positive ones.

Malhotra et al. (2023) studied on impact of worker diversity on company performance. This survey is based on the theory of the diversity-performance association, which claims that a diverse workforce can enhance execution of the company. The survey makes use of survey data that was gathered from managers and employees across several organizations and uses a quantitative research design. The results show that, when it comes to productivity, innovation, and employee satisfaction, companies with a diverse workforce typically perform better as an organization. The study implies that actively promoting diversity can result in better performance, which has significant implications for organizations.

### **2.2.3 Policies Diversity and Performance of Organization**

According to Hsiao and Auld (2015), diversity policies are a major influence promoting innovation among top firms. Additionally, a number of the main ideas in motivation theories suggest how diversity practices and policies may affect future performance and motivation. Van Knippenberg, Nishii, and Dwertmann (2020) assert that diversity policies tend to dissolve and value employee differences while also improving organizational operations. The dissolving differences approach holds that diversity includes a range of diversity other than ethnicity and gender, and that organizational strategies do not prioritize social group equality. The distribution and arrangement of team members within a company can also be influenced by diversity policies. This promotes equity in the distribution of personnel, regardless of gender, experience,

culture, or educational attainment, which enhances the work environment and boosts productivity.

A study conducted in Saudi Arabia by Abaker, Al-Titi and Al-Nasr (2019) examined how organizational practices and policies affected the private sector's approach to managing diversity. The Saudi Stock Exchange lists the eleven biggest private companies in the following sectors: gas and oil, petrochemicals, finance/banking, private higher education, and core private healthcare services. A questionnaire was utilized to gather primary data. The outcomes demonstrate that retention strategies, benefits compensation, and health insurance all have a significant effect on diversity management in the Saudi private sector.

Mwangi (2021) examined the effect of workforce diversity management on worker execution in Kenya's civil service. Descriptive research design was embraced. To gather primary data, a self-administered semi-structured questionnaire was employed. Through the review of theoretical and empirical literature, secondary data was acquired. The results showed that having diversity and inclusion policies in place within an organization has actually improved the representation of diverse people across the board, attended to the social processes that arise when diversity exists, and created an environment within the organization that encourages the full inclusion of diverse people.

## **2.3 Theoretical framework**

The research will be based on Equity Theory and Pluralism Theory.

### **2.3.1 Equity Theory**

Adams (1963) introduced the equity theory, which holds that an individual's fairness and equity are fundamental qualities of motivation. According to this theory, if individuals notice a discrepancy in the input/output ratio between themselves and their reference group, they will be

driven by honesty and attempt to alter their inputs in order to attain what they understand as equality.

The equity theory focuses on people's perceptions of their treatment relative to others. According to this theory, workers aim for their contributions to the job (such as education, time, experience, and dedication) to be equivalent to the benefits they receive, e.g. like promotions, recognition and higher salaries. This is in contrast to what they believe to be the rewards and contributions of other employees.

According to Parameswaran (2022), there must be harmony between the outputs and inputs that are received. Additionally, if a worker's perceived input exceeds their perceived results, they may lose motivation and engage in disruptive activities. Managers can help minimize demotivation among their staff members as well as disruptive behaviors by assisting in the reduction of perceptions of inequity. Decreased productivity, thievery, more breaks, and absenteeism are all disruptive habits. Adam (1963) states that although management can take many steps to eliminate perceptions of inequity, the evaluation of inputs and outputs will always be reliant on the subjective impression of the person. The interpretation of the behaviors of motivated and demotivated workers is explained and compared by this idea.

The theory is applicable to this study as when people perceive an inequity, where their inputs and outcomes are imbalanced compared to others, it can lead to feelings of dissatisfaction and can impact their performance. These inequities include compensation, promotion, workload and recognition.



### **2.3.2 Pluralism Theory**

The theory was created by Robert A. Dahl in 1961. The theory asserts that power and influence in society are distributed among various competing interest groups and organizations, rather than being concentrated in the hands of a single dominant group. In a similar vein, organizations consist of multiple groups, including management and staff, each of which typically has distinct objectives. Additionally, various sources of authority may exist in every organization, which could lead to conflicts regarding employment, tasks, or incentive distributions. In any organization, recognizing the possibility of competing sources of authority facilitates the peaceful settlement of such disputes.

In addition to offering management the most effective way to lessen conflict at work, the establishment of trade unions to bargain collectively on behalf of workers also boosts productivity by enabling workers to band together and challenge management power when negotiating contracts (Brès, Raufflet & Boghossian, 2018). Employees are more likely to have their complaints heard because they have more negotiating power when they do this than when they argue with one another.

This study is significant because it will offer fresh perspectives on the effect of workforce diversity management on performance through the use of a multifaceted approach to workforce diversity management in relation to Kenya Power and Lighting Company's performance. The theory outlines a framework for understanding the dynamics of diverse interest groups within an organization like Kenya Power. By embracing pluralism principles and actively involving employees from diverse backgrounds in decision-making, policy development, and conflict resolution, Kenya Power can effectively manage its diverse workforce, promote a culture of

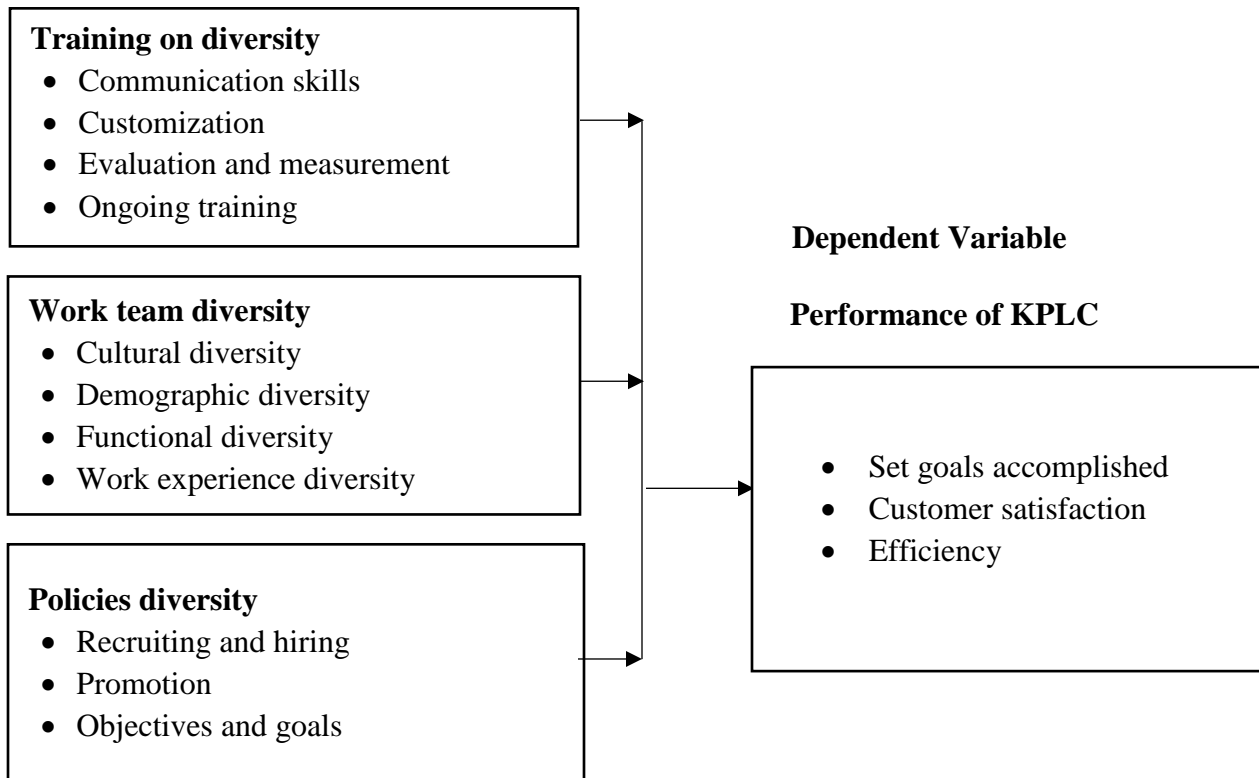
inclusion, and harness the benefits of a diverse talent pool. This approach can contribute to a more equitable and high-performing organization.

## 2.4 Conceptual Framework

This gives a diagrammatic representation of the association among study's variables. The performance of KPLC is the dependent variable in this study, and the independent variables are the diversity of the policies, work teams, and training. Figure 2.1. show a representation of the study's conceptual framework.

### Independent Variables

#### Workforce Diversity Management Practices



**Figure 2.1 Conceptual Framework**

Source: Researcher (2023)

The figure 2.1 show that independent variables (training on diversity, work team diversity and policies diversity) affect the employee performance at KPLC. Diversity training equips employees with the skills to leverage diverse perspectives and experiences, leading to more innovative problem-solving and creative solutions. Training fosters better communication and collaboration among employees of different backgrounds. It encourages open dialogue and helps team members understand each other's viewpoints and work together more effectively.

The effects can be both positive and negative, and they depend on various factors, including the type of diversity, the organization's culture, and how diversity is managed. Diverse teams often bring together individuals with different backgrounds, perspectives, and ideas. This can lead to greater creativity and innovation as team members approach problems from various angles.

Employee performance can be significantly impacted by an organization's diversity and inclusion policies. These guidelines can have a range of effects on worker performance and are intended to foster a diverse and inclusive workplace culture. Workers are likely to be more inspired, engaged, and committed to their work when they believe that their employer values their diverse perspectives and backgrounds.

**Table 2.1 Summary of Literature Review**

<b>Author &amp; year</b>	<b>Title</b>	<b>Findings</b>	<b>Research gaps</b>
Mavinga (2019)	Impact of experiential diversity training on organizational performance in United	The findings show that diversity training enhance performance. Participants appeared to have gained knowledge of personal identities and cultural oppressions.	The study was done in United Kingdom while the current study will be done in Kenya.
Dobbin & Kaler (2017)	Effects of diversity training on performance of federal government agencies in the United States.	The study indicated that diversity training has an impact on employees' perceptions of success as a result of their diversity training efforts, resulting in improved organizational performance.	The study was done in United States while the current study will be done in Kenya.
Wachira (2016)	Effect of employee diversity on organization performance of selected state corporations in Kenya.	The findings revealed that employee diversity was found to affect customer satisfaction, market share, employee satisfaction and employee performance.	The study was done on various state corporation while the current study focuses only on KPLC.
Rizwan, Khan, Nadeem & Abbas (2016)	Effect of work force diversity on employee performance of banking industry in Pakistan.	The findings show that there is a significant impact on employee performance when different workforce is working in the banking industry.	The study was done in banking industry in Pakistan while the current study focuses on KPLC in Kenya.
Hsiao & Auld (2015)	Perceived organizational diversity and employee behavior.	The findings revealed that policies diversity influence motivation of workers hence impacting overall performance.	The study was done in Taiwan while the current study will be done at KPLC in Kenya.

Source: Researcher

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter outlines the methodology that the researcher used in undertaking the study. These involve; research design, target population, sampling techniques and sample size, research instruments, validity and reliability, data collection procedure, data analysis and ethical consideration.

#### **3.2 Research design**

This is the framework, plan, or outline that produces solutions to research issues. It directs gathering of data, evaluation, and analysis and acts as a framework for the study. This research will employ a descriptive survey research design. Descriptive research is defined by Nardi (2018) as any study that focuses on particular predictions, narratives, and characteristics related to particular groups or situations. This is because it makes information gathering methods like conducting interviews or giving questionnaires to a sample of people possible. The methodology is also thought to be appropriate because it makes it possible to gather qualitative data, which is what this study was trying to do measure attitudes, opinions, and habits.

#### **3.3 Description of Study Variables**

##### **a) Independent Variables**

The independent variables include training diversity, work team diversity and policies diversity.

##### **b) Dependent Variables**

The dependent variable is the performance of Kenya Power and Lighting Company. It will be measured by set goals accomplished, customer satisfaction and efficiency.

### 3.4 Study Locale

The study will be done at Kenya Power and Lighting Company (KPLC) headquarter located in Nairobi City County. KPLC headquarters are at Stima Plaza, Kolobot Road in Parklands, Nairobi. The Kenya Power and Lighting Company (KPLC) is the national electricity distribution company in Kenya. Nairobi City County serves as the hub for various government institutions, corporations, and organizations, and it's where KPLC manages its operations and administrative functions.

### 3.5 Target population

This alludes to the total number of factors taken into account (Brown, 2022). The target population for this research involves of all management personnel employed by Kenya Power and Lighting Company (KPLC) at its Nairobi headquarters, including senior management personnel, supervisory management personnel, and general personnel. The Stima Plaza headquarters employs roughly 1650 people. The target population is displayed in Table 3.1.

**Table 3.1 Target Population Distribution**

<b>Department</b>	<b>Number of Employees</b>	<b>Percentage</b>
Senior staff	50	3.0
Supervisory staff	100	6.1
General staff	1500	90.9
<b>Total</b>	<b>1650</b>	<b>100</b>

**Source: KPLC Website, 2023**

### 3.6 Sampling Techniques and Sample Size

A sample is a portion of the population selected so that its members have characteristics similar to those of the group from which it was drawn (Asenahabi, 2019). Tobi and Kampen (2018)

define sampling as the process of choosing and analyzing a small number of distinct objects or occasions in order to gather information about the population at large, from which they will subsequently be chosen at random. Because of the population's heterogeneity, the study will choose respondents through stratified random sampling. The sample size will be determined by applying Slovin's formula, which is as follows:

$$n = \frac{N}{1 + Ne^2}$$

where  $n$  = Number of samples,  $N$  = Total population and  $e$  = Error tolerance (95% level of confidence).

For senior staff,  $n = \frac{1650}{1+1650(0.05)^2} = 322$ . The table 3.2 illustrate sample size distribution.

**Table 3.2 Distribution of sample size**

<b>Department</b>	<b>Number of Employees</b>	<b>Sample size</b>
Senior staff	50	10
Supervisory staff	100	20
General staff	1500	292
<b>Total</b>	<b>1650</b>	<b>322</b>

### **3.7 Data Collection Instruments**

This research will utilize structured questionnaires as its data collection tool. Because the questionnaires provide significant administrative benefits, they will be used for data collection. Inexpensive, simple to interpret, widely used, less prone to bias, and regarded as less invasive are some of the benefits of using questionnaires. Additionally, it gives a potentially uniform stimulus to a large number of people at once and makes data collection for the investigation simple.

Answers given in anonymity tend to be more truthful than those given during an interview. Both open-ended and closed-ended surveys will be included in the questionnaire. The researcher will use the Google Forms survey method of data collection to ensure that respondents have enough time to answer the research surveys.

### **3.8 Validity and Reliability of the Questionnaire**

#### **3.8.1 Validity of the Instrument**

Validity alludes to how well a study's findings can address the research question. The construct validity method will be employed to assess the. This can be determined by a panel of experts who are conversant with the construct; that is how this kind of validity is determined. The questionnaire will be updated appropriately. This will guarantee that the tools used to collect the data allowed for a thorough analysis of the phenomenon.

#### **3.8.2 Reliability of the Questionnaire**

Reliability is the extent to which study tools yield consistent outcomes following several trials (Sileyew, 2019). Cronbach's alpha coefficient will be utilized to calculate the average correlation or internal consistency of the survey instrument items in order to evaluate and enhance the items' reliability. The entire scale provides the variable. A Cronbach's alpha coefficient with a value between 0 and 1 will be used. Following computation, the research instrument will be deemed dependable if the coefficient is 0.7 or higher.

### **3.9 Data analysis**

After collection, data will be coded, cleaned, and imported into statistical packages for social science (SPSS). Both descriptive and inferential analyses will be performed on quantitative data. The only descriptive statistics that will be used are mean, standard deviations, frequency, and



percentage. Regression models and product moment correlations will be the only inferential statistics available. Tables and graphs will be utilized to display the research findings.

The ability to test the solid of the association between variables makes the multiple regression model deemed appropriate. The researcher will perform multiple regression with a 95% confidence level. The following represents the general multiple regression method that will be utilized:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where: Y = performance of Kenya Power and Lighting Company

$\beta_0$  = Constant Term;  $\beta_1$ ,  $\beta_2$  and  $\beta_3$  = Beta coefficients

$X_1$ = Training diversity;  $X_2$ = Work team diversity;  $X_3$ = Policies diversity;  $\varepsilon$  = Error term.

### **3.10 Ethical Considerations**

According to Creswell and Creswell (2017), ethics is the term used to describe a set of accepted guidelines or expected cultural standards of behavior when conducting research. However, Turner, Cardinal, and Burton (2017) stress that moral considerations must be taken into account at every stage of the research process. The participants will receive guarantees that their information will only be utilized for educational purposes, that their privacy will be protected, that they won't be put in stressful situations during the data collection process, and that they can leave the study at any time. The Graduate School at Kenyatta University will be consulted for the research permit and approval needed for this proposal. The NACOSTI research permit

application will make use of these approvals. Additionally, every source used in this document has the proper citations.

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## **APPENDICES**

### **APPENDIX I: LETTER OF INTRODUCTION**

I am a postgraduate student at Kenyatta University pursuing a Master degree of Public Policy and Administration. I am carrying a study on “**WORKFORCE DIVERSITY MANAGEMENT PRACTICES AND PERFORMANCE OF PUBLIC SECTOR ORGANIZATIONS: A CASE OF KENYA POWER AND LIGHTING COMPANY HEADQUARTERS**”. The research is solely for academic purposes, and the information obtained will not be used for any purpose other than this research. Your answer will be treated in absolute confidence. We will be very grateful for your help.

Yours faithfully,

**Hassan Kaltuma Mohamed**

## APPENDIX II: RESEARCH QUESTIONNAIRE

Kindly fill your answer in the designated space or mark (√) the relevant options. All of the data submitted here will be kept private and confidential for the sole purpose of this study.

### SECTION A; BIO DATA

1. Gender            Male [ ]                      Female [ ]
2. Age category  
    18- 25 years        [ ]                      26 – 35 years [ ]  
    36 – 45 years      [ ]                      Over 45 years [ ]
3. Level of education  
    Diploma                      [ ]                      Master's Degree        [ ]  
    Bachelor degree        [ ]                      PhD                      [ ]
4. How long have you been working in the organization?  
    Below 5 years        [ ]                      5 – 10 years            [ ]  
    11 – 15 years        [ ]                      Above 15 years        [ ]

### SECTION B: TRAINING ON DIVERSITY

Show the degree of agreement on parameters related to effect of training on diversity on the performance of company. Key: **1-** Strongly disagree; **2-** Disagree; **3-** Neutral; **4-** Agree; **5-** Strongly Agree

<b>S</b>	<b>Indicators</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	Diversity training has improved the overall performance					
2.	Diversity training aligns with the company's mission and values					
3.	Diversity training is an ongoing and evolving process to maintain its positive impact on the company's performance.					
4.	Diversity training has improved the overall work environment and team dynamics within our company					
5.	Diversity training has enhanced our company's ability to innovate and solve problems effectively					
6.	Diversity training has significantly improved our company's relationships with customers.					

In your own opinions, how does the training on diversity affect the performance of KPLC.

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### **SECTION C: WORK TEAM DIVERSITY**

Show the degree of agreement on parameters related to effect of work team diversity on the performance of company. Key; **1:** Strongly disagree; **2:** Disagree; **3:** Neutral; **4:** Agree; **5:** Strongly Agree

	<b>Indicators</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	Diversity in our work teams enhances our company's ability to innovate and generate new ideas					
2.	A diverse workforce helps us better understand and serve a wider range of customers and markets.					
3.	Diversity within our teams leads to improved problem-solving and decision-making.					
4.	Diversity in work teams fosters a more inclusive and welcoming company culture, which positively impacts our overall performance					
5.	Diversity in work teams leads to increased employee engagement and satisfaction					



6.	Diversity within our work teams contributes to a broader range of perspectives and skills, leading to better results.					
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In your own opinions, how does the work team diversity affect the performance of KPLC?

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**SECTION D: POLICIES DIVERSITY**

Show the degree of agreement on parameters related to effect of policies diversity on the performance of company. Key; **1:** Strongly disagree; **2:** Disagree; **3:** Neutral; **4:** Agree; **5:** Strongly Agree

	<b>Indicators</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Policies diversity in our workforce enhances our ability to innovate and problem-solve.					
2	The company's diversity policies contribute to a more inclusive and welcoming work environment					
3	The policies diversity help attract and retain top talent					
4	Diversity policies have a positive impact on the company's reputation and brand image.					
5	The company's diversity initiatives improve employee morale and engagement					

In your own opinions, how does the policies diversity affect the performance of KPLC?

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**SECTION D: PERFORMANCE**

To Show the degree of agreement on parameters related to the performance of the company.

Key; **1:** Strongly disagree; **2:** Disagree; **3:** Neutral; **4:** Agree; **5:** Strongly Agree

	<b>Indicators</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	The company's diversity management practices are aligned with our long-term business goals and objectives.					
2	Workforce diversity enhances our ability to innovate and adapt to changing market conditions.					
3	Diversity in leadership positions is a key driver of our company's success.					
4	The company's diversity management practices are aligned with our long-term business goals and objectives.					
5	The company's diversity management practices positively impact our overall performance.					

**APPENDIX III: TIME PLAN**

<b>ACTIVITIES</b>	<b>1<sup>st</sup> Month</b>	<b>2<sup>nd</sup> Month</b>	<b>3<sup>rd</sup> Month</b>	<b>4<sup>th</sup> Month</b>	<b>5<sup>th</sup> Month</b>	<b>6<sup>th</sup> Month</b>
Development of concept paper						
1 <sup>st</sup> proposal draft development						
Editing of the proposal and approval of the proposal by the supervisor						
Field data gathering						
Data Analysis						
Presentation of results and final project						

**APPENDIX IV: RESEARCH BUDGET**

<b>ACTIVITY</b>	<b>COST(Ksh)</b>
Questionnaire piloting	5,000
Printing & photocopying	15,000
Travelling cost	16,000
Field data collection	18,000
Data Analysis	30,000
Printing and binding project	18,000
Contingency	15,000
<b>Total Budget</b>	<b>117,000</b>

