THE EFFECTS OF MULTIGENERATIONAL WORKFORCE DIVERSITY ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF NATIONAL HOSPITAL INSURANCE FUND

BY
IMMACULATE NAMUNYAK SUNKULI

UNITED STATES INTERNATIONAL UNIVERSITY - AFRICA

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IMMACULATE NAMUNYAK SUNKULI

A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: ___________________  Date: ___________________

Immaculate Sunkuli (645843)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________  Date: ___________________

Dr. Joseph Ngugi

Signed: ___________________  Date: ___________________

Dean, Chandaria School of Business
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ABSTRACT

The general objective of this study was to establish the effect of multigenerational workforce diversities on organizational performance in government parastatals in Kenya. This study was guided by three specific objectives: to establish effects of work-value differences in multigenerational workforce on organizational performance in NHIF; to establish the effects of communicational differences in multigenerational workforce on organizational performance in NHIF; to establish the effects of cultural differences in multigenerational workforce on organizational performance in NHIF. A descriptive research design was used for this study and questionnaires were used to collect data. The target population included 80 employees that were randomly sampled from employees at NHIF. Data analysis was done through both descriptive and inferential statistics. Data was presented in tables, graphs and charts.

The findings on the effects of work-value differences in multigenerational workforce on organizational performance, revealed that at NHIF employees’ performance was enhanced by opportunity for learning new things through their job, advancement and promotion, opportunity to serve the society, job security, public recognition and salary. However, money was not placed above personal sense of satisfaction. Findings showed that, communicational differences in multigenerational workforce affected organizational performance. It was established that employees’ performance was affected by, reputation of direct communication, questioning of each other on their assumption, carefully decision making, distant and formal relationship among employees in the organization, phone communication also enhanced performance even though they preferred communicating face-to-face or on a one-to-one basis when working. Employees also make appropriate use of e-mail to perform tasks, they did not have a problem communicating with their authority, and these enhanced their performance.

The findings on the effects of cultural differences in multigenerational workforce on organizational performance: established that employees’ performance was enhanced by upheld discipline in the organization and employees’ good behavior. Performance was however undermined by bad behaviors, hostile employees. The findings also noted that employees’ performance was affected by behavior of different generation cohorts,
The findings on the performance of NHIF showed that there was a growth in sales, expansion of business operations, retention of customers’ growth in market share and customer base, improve in level of customer satisfaction while there were less customer complains, timely accomplishment of short term goals and the level of innovation of the organization was high. However, findings were not conclusive on budget reduction in the business. The regression analysis revealed that the diversification in multigenerational workforce positively influenced organizational performance. It accounted for 47.1% of the organizational performance at NHIF (R Square = .471; p-value < 0.05).

This study concludes that employees’ performance was enhanced by work values such as learning opportunity, job promotion and advancement, community service through job, job security, public recognition and making money. However, money was not placed above personal sense of satisfaction as motivational factor. This study also concludes that performance in the organization was affected by communication styles such as, direct communication, phone communication, face-to-face communication, e-mail communication. Lastly, the study concluded that performance in the organization was also being affected by the discipline upheld in the organization. Performance was also enhanced by controlling behavior in the organization and maintaining good behavior. The different behaviors of different generational cohorts of employee also affected performance. Finally, the study concludes that negative bad behavior undermined performance while hostile employees also affected performance. This negative bad behaviors include, fights, gossip and stealing of colleagues’ property and also damage to the organization property and image.

This study recommends for organizations to clearly understand the work-values of their workforce and align their motivational programs along these values. Additionally, this study recommends that organizations should ensure effective communication across the organization in order to enhance performance in the organization. Lastly, the organization should promote good behavior in the organization to enhance performance. The organizations should also facilitate an understanding of different behavior of employee in the organization to bring cooperation at work.
ACKNOWLEDGEMENT
Thanks to the Mighty Lord for establishing me to complete this MBA.

I wish to express my sincere gratitude to my supervisor, Dr. Joseph Ngugi for his patience, generous advice and kind supervision during this study.
DEDICATION

Every challenging work requires efforts as well as guidance from those who are close to our hearts. I dedicate this thesis to my Dad Andrew Sunkuli for his financial, moral and ever unwavering support all around. My son Adrian and the entire family and friends, whose affection, love and prayers kept me going.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Organization are faced with the challenge of a diversified workforce, employees in organization cut across four different generations that makes them different from each other due to the different upbringing. Nicholas, (2011) notes that organizations are faced with the challenges of identifying and understanding the various expectation of the different generation cohorts in the workplace. It’s important for the management to understand the various ways of approach to work for each generation in order to ensure the effectiveness of each generation present in the workplace. The notable differences found across this generations are the work-value, communication and cultural differences, individuals expectation and values correlated directly with their performance at work (Delcampo, Haggerty, & Knipple, 2017).

Scholars working in the areas of human resource management and organizational behavior suggest that each generation is associated with unique work ethics and motivation. Zopiatis, Krambia-Kapardis, and Varnavas, (2012) carried out an investigation on multigenerational misunderstandings in the hospitality workplace, this study made an observation that upcoming generations will always be dissimilar to the current generation and organizations that adjust fastest to this varying workforce will have a substantial gain in drawing and retaining the highest quality employees. Zopiatis et al., (2012) further observed that every generation that gets into the organizational workforce takes with it distinctive views and beliefs about work and the work environment that are formed by their lifetime experience, this pose atypical human resources management challenges. Zopiatis et al., (2012) concluded that the accomplishment of any organization, whether private or public, is rooted in the knowledge, skills and abilities of their members occupying all levels of the organization’s hierarchy.

The new generations entering the workplace are have to get along with the already generations that got into the workforce earlier. They encounter already established work formulas, work values, culture, and communication channels among other work practices. This rings difficulties for them to come and fit in in the workplace since they carry different ideologies that they are comfortable working with. More often, because of these differences, there are conflicts in the workplace between the different generations. Ng, Schweitzer, and Lyons,
(2010) research, examined the job expectations and priorities of the generation Y in the Canadian degree students. Ng, Schweitzer, and Lyons, (2010) observed that the changing demographics in North America brought a crisis in companies trying to employ and keep the generation Y in their workforce, because of the differences they have with the generation cohorts that preceded them at work. These differences include work values, attitudes, and expectations at work. According to Ng, Schweitzer, and Lyons, (2010) generation Y significantly value individual input at work to team work. Their expectation in the first job and wages is real, and they are also fast in career development, there concerned is also paced on their social life outside work. It is imperative to understand the different expectation and priorities of the various generations in order to come up with job openings and work environment that will engage this generations and help maintain them at work (Ng, Schweitzer, & Lyons, 2010).

Bennett, Pitt, and Price, (2012) noted that the current workforce in organization is diversified comprising four generations cohorts that each carried a different approach to work and life as a whole. Bennett, Pitt, and Price, assessed the various ways these generations cohorts work collectively, while considering group work, mentoring and the physical and virtual setup at the workplace. They were of the opinion that companies need to adjust their culture so as to meet the requirements and anticipation of the fresh generation at workplace. The organizational culture should be inclusive, considering the values and beliefs of the various generation cohorts that work together. Employee should be made to feel comfortable in their workplace since this will motivate them to perform better and keep them from swapping organization looking for suitable work environment that resonate with their culture.

According to Solaja, and Ogunola, (2016) there are four various generations in the Nigerian civil servants that include the Traditionalist, Baby Boomers, Generation X and Generation Y. This diverse workforce require good leadership that will management them well to ensure their effective performance at work. Solaja, and Ogunola studied leadership style and multigenerational workforce in Nigerian parastatals, they observed that multigenerational workforce has resulted in constant conflicts in the workplace, with each generation cohort having different views and characters in their approach to goals and objectives in the organizations. This has posed a challenge to organization leadership in trying to create a
balance in the workplace that will ensure coexistence of these different generations. Solaja, and Ogunola, suggested that organizational leadership should acquire knowledge on ways that can be used to respond to the imbalances in motivations, working styles, communications designs and technological choices of the diversified workforce.

The identification and leveraging of the various features of the different cohorts that form a multigenerational workforce presents great benefits to the organization such as growth in productivity, employee unity at work, effective staffing and step up programs and enhanced governance and succession arrangement procedures (Van der Walt, & Du Plessis, 2010). Walt and Plessis, observed that South African co-worker interactions are occasionally adversely affected by diversity factors such as cultural diversification. It is observed that the accomplishments of companies depend on among other things the capacity of its multigenerational workforce to cooperate in the present collaborative knowledge society (Van der Walt, & Du Plessis, 2010). The organization should create an inclusive environment at work that will accommodate each generation cohorts that form part of its workforce. Team spirit and unity among the generations’ cohorts should be fostered so as to utilize the various strengths found in these groups for the benefit of organizational performance.

The differences observed across different generation cohorts will mainly be exposed in intra-group job conflict. The diversity of a workforce places individuals at a high stake of interacting with other people of different culture, communication style and as well different work value. Individual employee stand at high chances of getting varying opinions from the ones they relate with, this is likely to lead to occasional conflicts in the workforce (Ehimare, & Ogaga-Oghene, 2011). Workforce diversity if not well managed can adversely affect the performance of the organization through an effective workforce because of its differences that will among other things hinder teamwork and also create unconducive work environment for other workers. Ogbo, Kifordu, and Ukpere, (2014) observed that organization have failed due to the challenge of facilitating teamwork in a diversified workforce. Nevertheless, if workforce diversity is well embraced in organization and its potential utilized it can lead to high performance in the organizations, according to Ogbo, Kifordu, and Ukpere, (2014) education is capable of managing workforce diversity that will help attain high profits in the organization. Workforce diversity has also been recognized as tool that can enhance organizational performance, this is
attributed to the wide nature and work specialization that it brings along in the organization (Ogbo, Kifordu, & Ukpere, 2014).

Tubey, Kurgat, and Kipkemboi, (2015) observed that the Kenyan workforce is growing in complexity coupled with the entry of generation Y workers, the complexity is especially reflected in the values of the different generation cohorts, their beliefs and culture which varies across the various generation cohorts. The diversities among the multigenerational workforce affect the staffing process, job structure, compensation mechanisms, inspiration programs, productivity and the general organizational performance (Tubey, Kurgat, & Kipkemboi, 2015; Van der Walt, & Du Plessis, 2010). According to Tubey, Kurgat, and Kipkemboi, (2015) the millenials in Kenya anticipate for tough tasks that are challenging, they suppose for welfare services from their companies. The millenials also do not like to be prescribed on their dressing code at work, they want to wear casually at work and carry out their duties without being supervised. They further, demand their workplace to be furnished with the trending technologies. This generation cohort would expect a positive work ethics in the company and the company to be able to compensate their effort substantially (Tubey, Kurgat, & Kipkemboi, 2015).

Organizations, whether government or non-government, profit making or not for profit, are now faced with one option of embracing diversity in in their workforce to spur performance of the organization. Personal and cohort differences should be taken into account to make sure that their differences are well known and catered in the workplace and job design (Wambui, Wangombe, Muthura, Kamau, & Muriki, 2013). Managing workforce diversity develops and sustain a constructive work atmosphere that appreciates the similarities and dissimilarities of every individual or group that are part of the diversified workforce, so as to enable them attain their maximum potential and input to the overall organizational performance. Wambui, Wangombe, Muthura, Kamau, and Muriki, (2013) observed that organization should work out a plan to manage the older generation and the younger generation in organizations the organizational workforce. They observed a number of standout characteristics in the older generation cohort, such as their great contribution to the workforce, their commitment and loyalty to their organization. They opined that in order to guarantee a diversified workforce in
the organization, matters pertaining to health benefits, job security, and retirement must be looked upon by the management.

The human resources department tasked with the responsibilities of managing the organizations’ workforce have difficulties in creating a balance of the older generations and the younger generations in the organizational workforce though proper managerial principles. It is seen that the younger generation are taking over job responsibilities at a younger age with little or no experience, despite this they have a high stake in negotiations because of the knowledge and skills they poses at their fingertips and their techno-savviness. The human resource management should strive to effectively manage the diversified workforce in order ensure the growth of the organization (Ndung’u, 2012).

Government parastatals have a crucial role in the economy of a country and therefore, performing parastatals represent a significant ingredient for developing a country. Parastatals can be likened to an engine in shaping the economic, social and political development of a state. It is only through their positive performance that the government will realize developmental goals in the country (Corina, Liviu, & Roxana, 2011). Performance of government parastatals have therefore been a matter of public concern and measures have taken to ensure the performance of this government parastatals.

Corina, Liviu, and Roxana, (2011) also observed that performance in organizations is among the significant factors in management studies. This study will therefore evaluate the performance of government parastatals in Kenya as influence by multigenerational workforce, with a focus of National Hospital Insurance Fund (NHIF). The NHIF was established in 1966 to provide health insurance to Kenyans over the age of 18 and with monthly income of over Ksh 1000 (NHIF Handbook, 2004). The then monthly contribution was Ksh. 20. This was revised in 1988 and was until March 2015, Ksh. 320. Effective 1st April, the rates shot 431% amid protests from civil union organizations (NBR, 2015). The fund is managed by an all-inclusive board with representatives from stakeholders and interest groups such the Central Organization of Trade Unions (COTU).
1.2 Statement of the Problem

Among the various factors that continue to influence the performance of organizations in both the private and public sector, is the inclusive workplace that now has multiple generations interacting and working together. Organizations have to deal with challenges of managing the diverse workforce that comes with diverse work values, attitudes, communication and leadership styles.

Management needs to find ways to use the strengths that all generations possess, making decisions with input from each age group. The results will put a company in a better position to serve its diverse clientele, one that mirrors the workplace. These observed multigenerational workforce differences lead to workplace conflict every now and then. It is therefore vital for organizations, especially the public sector that has a diverse workforce, to be mindful of these groups’ diversity in order to facilitate their productivity and enhance organizational performance (Bennett, Pitt & Price 2012).

According Donald and Hillman (2014) age-related life-stage researchers and birth-year-cohort researchers, provide significant scholarly evidence that can be used to determine the “why and how” of generational variances impact on employee performances. There is a significant relationship between generational cohorts and conflict created by generational differences. Given the number of work-value conflict incidents that occur between the four generations in the workforce, it’s important that managers provide efficient and effective supervision in a multigenerational workplace.

In addition, communication from leaders to subordinates, and employee to employee is a very important concept put forth by a number of authors Management should consider the characteristics of the various generations when providing communication to a multigenerational workforce. Moreover, Leaders of a multigenerational workforce should learn to recognize the differences in characteristics of the various generations and develop a plan to use those differences to strengthen the organization (Deyoe, & Fox, 2012).

Bunyoli, and Kwasira, (2016) carried out a research on multigenerational workforce in the department of lands, County Government of Nakuru, Kenya, with the purpose of establishing the human resource role in integrating a multigenerational workforce. This study established
that in the integration of multigenerational workforce mentoring programs and career development were significant while succession planning had a less influence. Similarly, Mwangi, (2014) studied the effect of multi-generational workforce on employee productivity at KenGen, she was able to find no significant relationship between employee productivity and multi-generational workforce.

In this Previous studies Bunyoli, and Kwasira, (2016) concentrated on establishing the human resource role in integrating a multigenerational workforce while Mwangi, (2014) study concentrated on establishing the effect of multi-generational workforce on employee productivity. These studies did not consider the effects of multigenerational workforce diversity as contextual to organizational performance. Hence this study will address this gap by evaluating the effects of multigenerational workforce on organizational performance in government parastatals.

1.3 General Objective of the Study
The purpose of the study was to determine the effects of multigenerational workforce diversities on organizational performance.

1.4 Specific Objectives
1.4.1 To establish the effects of work-value differences in multigenerational workforce on organizational performance in NHIF.
1.4.2 To establish the effects of communicational differences in multigenerational workforce on organizational Performance in NHIF.
1.4.3. To establish the effects of cultural differences in multigenerational workforce organizational performance in NHIF.

1.5 Justification of the Study
This study was expected to benefit the following stakeholders:

1.5.1 Government Parastatals
The findings of the study enhance awareness of the great potentials of a multigenerational workforce, and thus parastatals can harness the benefits of a multigenerational workforce to enhance organizational performance.
1.5.2 Academicians and Researchers
The findings of the study contribute to the discipline of multigenerational workforce and human resource management at large. Researchers and academicians in the field of human resource management can get a broader view of multigenerational workforce. The study also provide recommendation that can be based for further research.

1.5.3 Human Resource Managers
Human resource managers in Kenya can find this study useful in helping them develop strategic personnel management programs and initiatives that are in line with the requirement of the multigenerational workforce.

1.5.4 Government Workers
This study helps to identify the different generations in the public sector and highlight their characteristics that help the workers to understand and appreciate each generation and help them to relate well at work despite their diversity. It thus help in building team work and cooperation among employees.

1.6 Scope of the Study
The study was conducted in NHIF Kenya. The study focused on the multigenerational workforce and its influence on the performance of the organization. The population of the study were the employees of NHIF. The study was carried out in 2017 between the months of April to August. The study faced some constraints, the nature of the study called for confidential information related to NHIF Kenya. Respondents felt intruded when requested to complete a questionnaire which required them to reveal such information. However, to mitigate this short coming the respondents were guarantee confidentiality and ethical handling of the data provided.

1.7 Definition of Terms
1.7.1 Generation
A generation is a crowd of people who have undergone through similar life experiences in their life time (Murphy, 2007).
1.7.2 Workforce
This are the employees contracted in an organization to provide human resource capital in the organizational (Bennett, Pitt, & Price, 2012).

1.7.3 Multigenerational Workforce
This term is used to refer to the current mix of different employees in the organization who are identified with the different generational cohorts (Solaja, & Ogunola, 2016).

1.7.4 Performance
Performance is the result of strategies the organization employs to achieve market-oriented and financial goals in a business (Harash et al., 2014).

1.8 Chapter Summary
This chapter presented the background of the study, it also addressed the problem statement as well as the research objectives. Further, the chapter presented the scope of the study, significance of the study and definition of key terms in the study. The next Chapter reviews literature on the prior studies conducted in the subject area of multigenerational workforce and organizational performance. Chapter three presents the study research methodology and the research design that was used in the study; also it present the population and sampling techniques, the research procedures, data collection and analysis. Chapter four provides the results and findings of the study while chapter five offers a discussion of the findings, the conclusion drawn from the findings and recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter looks at the forgoing research work together with facts and figures that correspond to the objectives under this study. The objectives are to establish effects of work-value differences in multigenerational workforce on organizational performance; to establish the effects of communicational differences in multigenerational workforce organizational performance and finally to establish the effects of cultural differences in multigenerational workforce organizational performance. At the end of this chapter, a summary of the chapter is provided.

2.2 Work-Value Differences and Organizational Performance

2.2.1 Intrinsic Work-values

Intrinsic work value denotes the level to which workers value immaterial aspects of work that provides them opportunity for self-expression e.g. job diversity and independence (Taris & Feij, 2001). The intrinsic aspect of work-value, denotes the characteristics linked with the work itself, its valuation reflects the individual aspiration to be stirred and challenged by the work and to be able to apply acquired knowledge in their job (Kalleberg, 1977). Intrinsic work values concerns the connection employees have with their jobs, intrinsic work values will inspire employees to carry out tasks since they like certain aspects of the job like independence, sense of responsibility and world of possibility it offers for the application of their knowledge. According to Van den Broeck, Van Ruysseveldt, Smulders, and De Witte, (2011) workers who hold intrinsic work values are motivated by the autonomy, diversity or utilization of knowledge at work.

Having intrinsic work value is favorable because it motivates workers to be creative, eager to learn, self-direction, this in turn positively influence job satisfaction and work passion that helps in fighting work anxiety or despair (Van den Broeck, Van Ruysseveldt, Smulders, & De Witte, 2011). Intrinsic work-value through driving passion and job satisfaction in individual workers ensure that they work effectively. According to Deci and Ryan, (2000) intrinsic work-values are allied with greater wellbeing since their quest enables the fulfilment of the basic psychological needs for independence, competence and relatedness. Employees who poses
intrinsic work values are focused at developing their abilities and capacities, they are most probable to initiate and actively involve themselves in work decisions hence enabling their practice of autonomy in performing their duties and responsibilities, this contribute to their performance at work positively (Vansteenkiste et al., 2007).

2.2.3 Extrinsic Work-values
Extrinsic dimension of work value is associated with the level to which workers place significance on material or instrumental work dimension, e.g. salary and job promotion opportunities (Taris & Feij 2001). According to Vansteenkiste et al., (2007) extrinsic work value mirrors the inclination of workers to external pointers of value that include, the ambitions of monetary success, getting social recognitions from colleagues and exercising authority over work colleagues. While looking for extrinsic work values employees would mostly consider whether the job offers a good pay, the pension plan available is good and if the job offers lavish holidays.

Extrinsic work values are associated with negative job performance since they frustrate the fulfilment of the basic needs. Holding extrinsic work values could impede growth among employees, extrinsically oriented employees have a habit of over-idealize materialistic goals. This will likely lead to the individuals to focus their effort to achieving the extrinsic work values and thus ego-based concerns stresses them to struggle to get their values which undermine their choices and autonomy at work. The over-idealization of extrinsic work values may also lead to individual incessantly enduring inconsistency between their ideal extrinsic work values and their current status (Kasser, 2002).

In a study that sought to examine if generational X or Generation Y members had stronger or weaker intrinsic and extrinsic work values, it was established that extrinsic work value was more significant among Generation Y than Generational X (Harvey & Nancy 2014). Another study while evaluating the preference of extrinsic work values among the generational X, generational Y and baby boomers cohorts, found out that both generational X and generational Y appreciated extrinsic work values than rewards more than baby boomers (Twenge, et al., 2010). Pek, Lim, and Yee, (2009) reviewed the work values of the baby boomers while comparing them with the generation X cohorts, this study concluded that both baby boomers
and generation X cohort placed some degree of significance on work values that were extrinsic in nature.

### 2.2.4 Work-values of Traditionalists

The traditionalists are known to be characterized with the World War II, born in the past before 1946 they are sometimes referred to as the Greatest Generation, or the post-war generation. In their childhood and youth age, World War II and the reconstruction period of the World War II generally influenced them. Their schooling was based on conventional values and hierarchies and built-in physical punishment. Their education at home and in school was based on conservative values and hierarchies and often still included corporal punishment. This generation has a pragmatic and determined behavior that is still evident today, they developed this behavior from the post war years that was characterized with daily struggles for survival.

This generation is associated with cost-consciousness, humbleness, devoted and hardworking in their work behavior, they value hard work, loyalty, respect, reliability and perseverance (Kunze, Boehm, & Bruch, 2011; Barnes, 2003). This generation workforce has a longing for work-load assistance and a higher relaxation time orientation, they are observed to be in their retirement age. Eslinger, (2001) observed that this generational cohort values a work environment that regards others, information is shared across the workplace and a work atmosphere that is at ease.

### 2.2.5 Work-values of Baby Boomers

Baby Boomers is the immediate generation after the traditionalists, born between 1946 and 1965 into an age of exceptional economic success that persisted until the 1970s. Bursch, & Kelly, (2014) likened Baby Boomers to Traditionalists for their strong work ethic, however their work motivation is formed out of desire for higher job position, wealth, and reputation, they are also very devoted to their companies, service and goal oriented, and competitive. They are considered the backbone of today’s workforce and their leadership is crucial. This generation is conversant with competition and it always look up for growth opportunities in their work life, they are considered the first generation that would approve for a collectivistic performance evaluation that relates their performance with that of relevant colleagues (Kunze, Boehm, & Bruch, 2011).
Studies done have pointed to this generational cohort to place significance on extrinsic work values. Among the extrinsic work value that were appreciated by the by baby boomers include, independence at work which is the most important work value among the baby boomers according to Pek, Lim, and Yee, (2009) study that evaluated work values of this generational cohort. Other extrinsic value ranked in order of their significance among baby boomers are work relations, fiscal and working settings, and the least, influence and development (Pek, Lim, & Yee, 2009).

2.2.6 Work-values of Generation X

This generation, is considered to have been born between the years of 1965s and 1979s, Hayes, and Ninemeier, (2009) summed up the of characteristics identified with Generation X, as practical characters, they are flexible, personal, innovative, concerned with life quality, they are not into office politics, they are less devoted to companies, capable of multitasking, like shared work environment, enjoy carrying out projects, they are bothered with job responsibilities more than job designations, measure productivity by output, do not like power structures and they dress casually. This generational cohort value leisure at work, autonomy, self-definition, freedom from supervision and independence on the job (Twenge, et al., 2010; Stockberger, 2003; Barna 1992; Jurkiewicz, 2000). According to Kupperschmidt, (2000) Generation X brings to organizational workforce a well-honed, hands-on tactics to work solutions.

Pek, Lim, and Yee, (2009), studied the work values of Generaton X cohorts with comparison to Baby-boomers among the Chinese communities working in Malaysia. Their study showed that Generation X, placed more significance work-value on autonomy, their skills applications, salary and working condition, work relationship and also influence and development at work. In evaluating the degree of importance of these work values among the generation X cohort, there wasn’t any level significant difference between work relationships and influence and development among this generation. This observation was also consistent in evaluating the degree of significance between the various work values. Thus these work values, autonomy, employee skills applications, salary and working condition, work relationship and influence and development at work were not preferred more than the other, they all had the same significance in Generaton X cohort.
Generational X yearn for quick promotion at work, according to a study by Wey Smola and Sutton, (2002) that assessed the generational differences in work values, they sought out to find out if there exists generational differences in work values in the current organizational workforce in the new millennium. Wey Smola and Sutton, (2002) found out that Generational X cohort registered a strong need for a fast job promotion, this generation cohort also felt that ‘hard work’ makes an individual to be a better person. Further, this generation of employees are always looking for what is in store for them in working for their organization, they simultaneously work their goal with the goal of the organization. They don’t value work more than their personal life and they do not commit to their organization and will quit job if they acquire a good fortune. Interestingly, this cohort was also found to be more probable in working hard under no supervision, this is could attributed to the fact that they pursue a balance in carrying out a worthy job and in maximizing their specific objectives (Wey Smola & Sutton, 2002).

### 2.2.6 Work-values of Millennials (Generation Y)

According to Bursch, and Kelly, (2014) Generation Y comprises of people who were born in the 1980s and 1995s in the dawn of the Internet and the World Wide Web, this help greatly to shape and define this generation as they grew up with 24/7 access to the Internet that opened a world of opportunities for them. They are constantly in conflict with the Baby Boomers because of their technological fluency and the effect it has brought on their interactions with others and their expectations on the flow of information. This generation is also perceived as the most diverse generation ever and will redefine diversity in the workplace.

Kuron, Lyons, Schweitzer, and Ng, (2015) studied on the variation of work-values across various life and career stages among the generational Y cohorts in Canada. Their study found among the work-values that were significant to generational Y, to be: work that is exciting; success; good colleagues; work that helped individuals and earnings. Kuron, Lyons, Schweitzer, and Ng, suggested that generational Y could be attracted to institutions that highlight collegial work atmosphere and socially responsible culture while when they get into the workforce they may be retained by attractive working settings and salary.

Twenge, et al., (2010) conducted a study with one of their objectives seeking to identify the generational cohorts that valued work that offered leisure and regarded work to be less central
to their lives. According to Twenge, et al., (2010) the new generations were increasingly more probable to value work that offered leisure, this was especially observed among the generational Y cohorts that were found to place more emphasis on leisure time than the other generational cohorts. Generation Y is further, not likely to depend on work to get the chance of creating friendships, this is due to the fact that technology allows them to continuously keep connections with friends and relatives outside work. This makes them to be more demanding for leisure time and dedicating their leisure time to social events away from work relations. Also observed is that generational Y cohorts were less probable to extend working hours and they would abandon their job if they get adequate money. Interestingly generational Y cohorts do not want to work hard yet they still expect more money and status (Twenge, et al., 2010).

2.3 Communicational Differences and Organizational Performance

Communication is the process of transmitting information from one party to another, with the purpose of creating understanding. It involves four basic aspects that are: sender; message; receiver; and feedback (Laton, 2006). Successful communication results when the person sending the message and the person receiving the message have a shared understanding of the message (Espinoza et al. 2010). Communication can be accomplish through different styles, the various generational cohorts have their own preference on how they like to communicate. Laton, notes that the degree to which those expectations are met and those preferences strongly affects how aligned, engaged and productive employees are. In organization where there is effective communication there is performance. Wrench, (2013) stated that an organization that invest in developing a culture of communication experience improved productivity and innovation (Wrench, 2013).

Generation impacts communication in an organization because different generational cohorts have differently communication styles that is influence by their birth years and growth period. Each generation has a certain communication style that needs to be considered when managing a diversified workforce (Aker, 2009). Zenger and Lawrence, (1989) observe that communication patterns within organizations are influenced by employees’ demographic characteristics and need to be considered when recruiting, since this directly relates to performance. According to Holtsnider and Jaffe (2012) communication styles may vary, for instance generation X and Y prefer persistent communication delivered through texting,
email, or social networking sites. Further, the millennial expects clear objective and frequent communication (Espinoza et al. 2010). On the other hand traditionalists and boomers are more comfortable with information delivered in print, or through face-to-face or phone conversations (Reitman, 2013).

A number of scholars of organizational performance have demonstrated a connection between performance in the organization and communication (Femi, 2014; Kibe, 2014; Shonubi, and Akintaro, 2016; Chidiebere, Ngozi, & Ifeoma, 2015). According to Femi, (2014) employees have grown to acknowledge communication as one of the most significant aspect of their work. Through effective communication in the organization information is shared from the sender to the receiver to create understanding that facilitate and effective and efficient job performance in the organization. Femi, stresses that communication is at the core of organizational management and the basic function of management cannot be accomplished without communication. He observes that an organization exist as a unit and hence they need to interact to accomplish the organizational objective, this interaction can only be facilitated through communication. Employee manager communication needs to be effective, for the purpose of creating understanding on the side of the employee on what is required of them and thus they can accomplish their role. Communication in the organization covers all activities of the organization to support workers performance (Femi, 2014).

Shonubi, and Akintaro, (2016) sought out to examine the impact of effective communication on organizational performance through a review of empirical studies on communication and organizational performance. The findings of their study proved the fact that there is a correlation between communication styles and organizational performance. In a case study of Kenya Ports Authority, Kibe, (2014) evaluated the effects of communication strategy on the organization performance. Kibe notes that communication strategy create a constant united voice joining different activities and objectives in a manner that entreaties ones colleague or patrons. It forms an integral part of any performance enhancement technique. Kibe used a descriptive design to evaluate the effects of Kenya Ports Authority communication strategies on its performance. This study findings was conclusive that for an organizational to register good performance, it should have a communication strategy that is open, inclusive, two way (conversation), result oriented and effective. More notably Kibe states that the communication
in the organization should be multi-channeled so as to incorporate the diverse needs and preferences in communication styles of the diverse workforce in the organization.

2.3.1 Communication across different Generational Cohorts
There is bound to be differences in the way members of each generational cohort communicate due to their different experiences in life and the various invention in information communication technology. The younger generation communication style is likely sidelined to emergent technology in communication. On the other hand the older generation due to their lack of knowledge and considering the difficulty they will get through to be able to use the new technology are likely to shun communication through the new technology. This differences arise in the various communication style of the generational cohorts brings in a lot of challenges in the organization due to the conflict that it may bring among the diversified workforce. Martin, (2007) acknowledge that individuals have varying work and communication styles and it’s crucial for the organization be conversant with these differences and respect them and able to work within these differences. According to Tolbize, (2008) effective communication is quite significant for efficient management of a diversified workforce.

Tolbize, (2008) while studying the generational differences in the workplace, notes that the organizational management should be flexible in communicating to the younger workforce. Tolbize, observed a number of similarities and difference across different generation in the workplace, communication was one of the factors that was found to be varying across the 4 generations that were studied, Traditionals, Baby Boomers, Generation X and Generation Y. however, face to face communication is one form of communication that is prevalent across all these four generational cohorts (Insidedge, n.d.). Face to face communication is highly placed in the organization, organization should make sure new technology does not kill it in the organization. Employees across the four generation would rather have a face to face communication with their supervisor than having communication through media (Insidedge, n.d.). The electronic mail (E-Mail) is thought the preferred means of receiving benefits information while also benefit information could also be delivered via print as it also preferred by employees across all generational cohorts (Insidedge, n.d.).
2.3.2 Communication among Traditional Generation

This generational cohorts are the oldest people in the workforce, born 1946, they have also been referred to as the silent generation due to their conservative nature of focusing on their personal development with minimum interactions. Members of this generational cohort normally keep their ideas to themselves and will only respond to conversations. One the effective communication that work for this group is the face to face communication while they also prefer to formal communication to informal. When talking to this generation they demand undivided attention and eye contact should be maintained (Appold, 2017). Their form of communication is believed to enhance performance in the organization especially in positions that involve interactions with patrons, that are thought to require personal relation when handling them and attending to their concerns (Tolbize, 2008).

Williams, and Page, (2011) advice on how to communicate with the traditional, He states that formal written and face-to-face should be used when communicating with this cohorts and formal greeting should be included. Use of handshake while maintaining an upright posture and eye contact should be observed to when talking to them. They like to have precise information to avoid using a lot of time trying to interpret information. Information given to them should not be confronting or controversial it should be easily understandable to them. The form of mediated communication that is popular with the traditional is the direct email and printed information (Williams, & Page, 2011).

Traditionalists act as the organizational information keepers, they have a mentality of doing more with less decreases the performance in the organization, for instance when their superior happens to be younger, it becomes a problem to communicate due to the respect to the age and experience. Brown, (2007) notes that traditional uphold respect for experienced employee, they prefer formal communication which entails following the chain of command, and this is beneficial to organizational performance (Kersten, 2002). Significantly, this generation depicts professional image of dressing which communicates positivity to the customers of the organization as it enhances performance.

2.3.3 Communicational among Baby Boomers

This cohort members were born between 1946 and 1965, they are considered outspoken though they will give their opinion only when asked unless it’s a matter of great concern to them. This
generation, like the traditional also favor face-to-face conversations. Baby boomers would want information offered to them in terms of different classes and alternatives such small facts that they can decide on. They are also for open and straight although not controlling body language and communication (Appold, 2017).

The Boomers like to follow up with information, provide communication to each person, and have sensitivity to their audiences’. This leads to positive performance in an organization since the personable style offers solution when there is a conflict and employees relationship boost the organizational goal. The Boomers prefer face-to-face meetings and are able to express their ideas clearly and interact with customers in a friendly atmosphere supporting the organizational performance. Boomers are considered excellent with customer service and in providing the attention that customers admire. They have personal skills and the ability to relate to individuals (Zemke et al., 2000). They enjoy communicating with people and having conversations that establish trust with customers. The trait of conservative affect communication in a negative way in organization. They don’t embrace technology and they are comfortable with face to face and printing style communication reducing the performance of the organization since most organization have adopted to new ways of communication technology such as they Skype.

2.3.4 Communication among Generation X

Members of generational X are said to have been born up 1980s and 1995s, they faced a lot challenges in their growth period and are more independent. According to Williams, and Page, 2011) reaching out to generation X through communication is not easy. This generation because of their “busy” life e-mail is the best communication tool to them. Even though they prefer short and on-point messages and conversation and to them informal communication is favored. Some of the techniques of communication that can be used in this generation are the Internet, e-mail, multi-media, word-of-mouth, social events, and peer gatherings (Williams, & Page, 2011).

This generational cohort likes a casual friendly workplace, this can be advantageous to the organization since it makes communication to efficient cause of the friendliness (Zemke, Raines, & Filipczak, 2000). Members of this cohort enjoy continuous communication delivered through texting, email, or social networking sites (Holtsnider & Jaffe, 2012). This
style is cost effective and saves times especially in organization with many employees improving the performance of the organization. It was the first generation to embrace the emergence of the internet, cell phones, digital communications and computer-based training. (American Society for Training and Development, 2010). Generation X are most of the time direct in their communication, which sometimes is not taken politely by the other generational cohorts, who consider this to be rude and disrespectful (Huggins, 2010). This is a negative contribution to the performance in the organization. They also tend to lack people skills, something that is partly due to their technology uptake (Salahuddin, 2010).

2.4.4 Communication Difference of Generation Y

This generational cohort is also referred to as the millennial, they were born around 1980s and 1995s in the dawn of the Internet that helped shaped them. They have grown up with continuous access to the internet and computers. Members of this cohort want to be engaged in conversation throughout while they also favor e-mail communication and texting and they are not for formal communication (Appold, 2017). According to Williams, and Page, (2011) the most appropriate way of communicating with this generation is through a mixture of online, offline, and word-of-mouth channels.

The millennial manage their expectations with concrete objectives that are communicated frequently, clearly, and evaluated in a way that is constructive (Espinoza et al., 2010). They want direct instructions, straight talk, and honesty in their communications. According to Rower (2007) they are tech savvy, and digital technology is second nature to them. They do not read as much as previous generations and are more likely to prefer video, audio, and interactive media. Millennial have been characterized as being technologically sophisticated and capable of multitasking, they are deficient in oral, written, and interpersonal communication skills. Their communication style can be considered beneficial to organization since it takes little time to pass information to many employees and it is fast (Kane, 2010). Further, they lack personal skills or the desire to meet face to face with individuals for personal interaction with the customers or with other employees. Instead of the personal interaction, millennial will prefer the use of e-mail or texting information. This can lead to performance reduction especially if the customer has a problem and need to be attended.
The mix of generational cohorts in the organization contribute to the diversified workforce which in a way affects the performance of the employee and their motivation, it eventually influence the overall performance in the organization (Reitman, 2013). It is thus imperative that organizational management find a balance between this diversified communications styles, with every generational cohorts being considered so as to enable employees from every generation cohort contribute meaningfully to the attainment of the organization’s objectives.

2.4 Cultural Differences and Organizational Performance

Culture influence the performance of an individual in an organization because it greatly influence the attitudes and approach they have towards their work activities. A number of research done have linked organizational workforce performance with culture (Nazir, & Zami, 2015; Wanjiku, & Lumwagi, 2014; Ali, & Nasir, 2016). This scholars have shown that culture has a great bearing on the productivity of an individual in the organization. Due to this influence culture is expected to highly impact the overall performance of the organization. Culture has been defined as the knowledge, explanations, values, beliefs, communication and behaviors of large group of people, acquired at the similar time and place (Shahzad, Luqman, Khan, & Shabbir, 2012).

According to Raza, Anjum, and Zia, (2014) culture mainly entails values and behaviors that are attributed to good performance and the success of an organization. Organizational employees are therefore supposed to instilled with good culture and be cultivated across the entire organization. Additionally, Raza, Anjum, and Zia state that culture in an employee is a factor of an organization that be portrayed on the surface and is reasonably visible through cultural symbols, artifacts and formal and informal patterns of behaviors. This study focuses on the behavior and attitudes of the various generational cohorts in the organization and how it influences their performance at work and ultimately transforming to the overall organizational performance.

Due to the difference in the birth years and their growth years, the different generational cohorts are expected to have acquired similar behaviors that greatly varies from the other generations. The various behaviors among the generations’ cohorts affect the way they work and relate at work with others. The behavioral ways of generational cohorts influences organizational performance to a great extent, it is a much significant performance factor in
attaining organizational goals and objectives. Organization should aim at creating a strong and rich organizational culture that offer a way of embedding behaviors and attitudes that are in line with organizational strategic goal (O & A Consultancy, 2013). Organizations strive to invent techniques of controlling behavior of employees in line with the necessity of the organizational system (Raza, Anjum, & Zia, 2014).

The ways in which employees behave and work to attain success in the organization, is one of the factors that drives passion in employees at work, it motives them to report to work each day. It is essential for an organization to create essential programs that establishes good culture for the organization. These programs should convey the strategic massage well be motivating and interesting enough to involve the whole organization. Through the organizational program employees should be offered guidance and knowledge that instill good behavior that should also be acknowledged in the organization through rewards and recognitions. This initiatives in the organization should be able to create good behavior and the right attitude in employees across the organization that will result in higher performance.

According to a study carried out among the Pharmaceutical organizations in Karachi, Pakistan, to evaluate the effects of employee’s performance behavior and organizational productivity there is significant influence of behavior on work environment, and attitude on organizational culture development and productivity (Raza, Anjum, & Zia, 2014). Raza, Anjum, and Zia established that a healthy workplace culture inspires workers to function past the expectations of the organization. Further, employees who demonstrate well developed interpersonal skills enable the organization attain its goals and objectives.

2.4.1 Organizational Workplace Behavior
Organizational workplace is an environment where a diversity of varying behaviors are portrayed, each one having a different impact to the individual employee in the organization and also to the whole organization. Behaviors of employees in the organization will normally fall in the concept of the standards set by the organization, which outline expected behavior that will deliver the organizations’ objectives. It is observed that when behaviors go beyond the standards of the organization, they consequently affect the performance of the organization (Steven, Giulio, & Albert, 2007).
Behavior of employees at work can highly contribute positively to building a productive and pleasant atmosphere in which everyone can work at maximum potential through positive inspiration. Contrary to that, bad behavior within the work environment by employees may seriously impact performance in a negative way. Organizations always strive to prevent inappropriate behavior at work that could disturb the peace at work and lead to serious damages. According to Cascio, (2006) employees’ behavior has a significant influence on organization, while Porathe, (2009) asserts that it is crucial to understand the behavior because in not only affects the action of the individual but also extend its effects to the colleagues’ performance.

Employees’ behavior also influences their colleague’s attitude towards job (Coulter, 1999). Employees’ behavior is strong tool that influences performance of the individual (Robins, 1999). Burnes, and Pope, (2007) carried out a study with a primary objective of investigating the influence of impoliteness, aggression and lower frequency behaviors on employees and the organization as a whole. Their study used mixed-method design with a semi structure questionnaire that was used to collect both qualitative and quantitate data concerning negative behavior among employees in working in the National Health Service in United Kingdom. Burnes, and Pope, (2007) study revealed that employee negative behavior greatly affected individuals. They concluded that hostile behaviors among employees have a negative influence not only to the individuals but also to the organization as whole.

2.4.2 Workplace Deviance

Workplace deviance in employee the deliberate behavior that infringes on organizations norms affecting the wellbeing their colleagues and the entire organization (Nasir, & Bashir, 2012). It is believed that work place deviance can be harmful to the organization performance, financial status, reputation and the welfare of the staff (Abdul, Juhdi, Ismail, & Abdullah, 2016). Workplace deviance differs along two dimensions that include, minor and serious deviance behavior and also interpersonal and organizational deviance. The dimension of organizational deviance behavior is depicted in behavioral actions that sabotage the organization such as sluggish performance, destruction of organizational property and leaking organizational secrets to competitors and adversaries. Interpersonal deviance behavior are behavioral actions aimed at their colleagues, such picking fights, gossip and stealing personal property of
colleagues (Berry, Ones, & Sackett, 2007). These actions if not checked can lead undesired outcomes in the organization such as poor performance or financial losses and organization sabotage.

The main cause of work deviance has been debated by several scholars with each scholar pointing to different cause that bring about deviance in employees. Nasir, and Bashir, (2012) state that deviance in employees is not caused by a single factor, rather it can arise due to several reasons. Work environment is one of the factor that is associated with deviance among employees, the environment which portrays the organizational character, affect the employees’ motivation and behavior at work. Particular feature in the organizational environment would lead to deviance of employee (Henle, 2005). Job satisfaction that is greatly influenced by the generational cohorts also influence variation in employee deviance substantially (Judge, Scott, & Ilies, 2006).

Nasir, and Bashir, (2012) performed a cross-sectional study with the intention of examining workplace deviance in the Pakistani public sector. The study used convenient sampling technique to come up with 100 participant among the Pakistani government workers, they used interview and questionnaire to collect their data from the respondents. The findings of this study showed that several factors can create workplace deviance such as financial stress, job satisfaction, injustices in the organization, working environment, employee attitude. However, Nasir, and Bashir, (2012) notes that the most crucial factors stood out to be injustices and job satisfaction. Another study done on that tried to establish the relationship between deviant workplace behavior and job performance, evaluated supervisors’ deviance work behavior and performance through their subordinate. These subordinates were given autonomy to rate their respective supervisors to whom they report to. The result of this study demonstrated that a negative relationship between the category of workplace behavior and job performance in the organization (Sahidur, Rana, & Shameema, 2013)

2.4.3 Workplace Deviance Behavior among Generation Cohorts

The multigenerational workforce in the organization remains to be one of the issues of concern in the organization due to their extensive difference in almost all aspects in the organization. According to Nurain, (2015) the differences in generation is one of the main issue arising in current organizations that has subsequently led to workplace deviance behavior. The varying
characteristics values, culture, and ethics across the generational cohorts have highly influenced employees’ deviance behavior. This can be attributed to variation in birth time of the generational cohorts, different social, economic, cultural contexts and values. These differences have brought a lot conflict between members of the different generations in the workplace and the failure of setting these conflicts, lead to deviance behavior being exhibited among the conflicting employees. According to Becton, Walker and Jones-Farmer (2014) generation differences is prevalent in several workplace behavior, they opined that the organizations need to address these differences in order to control work deviance behavior in the organization.

Nurain, (2015) studied on the factors influencing workplace deviance behavior among employees in two generations cohorts. The study examined the connection between organizational ethical climate and organizational citizenship behavior with workplace deviance behavior among different generation cohorts at the workplace. The two generational cohorts studied were generation X and the millennial (generational Y), generational X is the generational cohort born in 1965s and 1979s. Millennial on the other hand was born after generation X in the year between 1980s and 1995s. Millennial born in the dawn of the internet became techno savvy and this made them to always conflict with their predecessor.

Some of the notable behavior of generational X is that they do not like power structures while they like to dress casually. Nurain, (2015) study was able to establish that employees from the generation X cohorts were more likely to be involve in workplace deviance behavior than millennial. Similarly, Nurain, Khulida and Tan, (2016) carried another study on whether workplace deviance behavior influences generation perception, this study also was able to reveal similar results showing that employees from the generation X cohorts were more likely to be involve in workplace deviance behavior than millennial.

2.5 Chapter Summary
This chapter has review literature that is relevant to the research topic. Literature review has been reviewed in line with the research objectives that included: to establish effects of work-value differences in multigenerational workforce on organizational performance in NHIF; to establish the effects of communicational differences in multigenerational workforce on organizational Performance in NHIF and to establish the effects of cultural differences in
multigenerational workforce organizational performance in NHIF. Chapter three presents the study research methodology and the research design that was used in the study; also it present the population and sampling techniques, the research procedures, data collection and analysis.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter presents the research method that this study employed in order to attain the objectives of the study that include the effects of work-value differences on organizational performance; the effects of communicational differences on organizational performance and the effects of cultural behavioral differences on organizational performance. It mainly, focused on the research design, population of study and the sampling technique, data collection, research procedures, data analysis and presentation.

3.2 Research Design
A study research design is the proposed structure that clearly illustrate how the researcher intends to carry out the various activities of the research in order to fulfil the objectives of the study in a systematic way. Cooper and Schindler, (2014) defined research design as the strategy and arrangement constructed so as to enable the researcher answer the research questions, while according to Babbie, (2010) a study research design is the coherent design that outlines the ways in which data is collected and analyzed and results obtain.

Basically, there are five types of research design as identified by Kombo and Tromp, (2012) they include: descriptive, observational, exploratory, causal and experimental and exploratory research. The different types of research design are suited for different purpose that the study is meant for, it is therefore imperative to select a suitable research design that will be able to effectively address the research objective. This study therefore adopted the descriptive research design in order to realize the objective of the study. Descriptive research design is intended at providing a depiction of circumstances as they naturally occur (Burns & Grove, 2003). Therefore, in order to clearly illustrate the effects of multigenerational workforce diversities on organizational performance in government parastatals in Kenya, descriptive research design was used. This design was used owing to the fact that it supports studies that check the relationship between study variables and helps in the collection of detailed information.
3.3 Population and Sampling Design

3.3.1 Population

The population of study is the total number of persons, items or units that are applicable to the study (Quinlan, 2011). Quinlan, lists individuals, groups, organizations, documents, campaigns, incidents among others as entities that can form a study population. In order to ensure the research project is researchable the researcher has to decide on the population of study accurately (Quinlan, 2011). Shaw, (2012) observed that deciding on the target population of study, one should consider a number of factors that include among others the ease of access to the population and data collection and the level to which the subject of the study affects the target population. This study therefore defined the population of this study as, 120 employees at National Hospital Insurance Fund (NHIF) Head Office, which is a parastatal in Kenya. Table 3.1 displays the distribution of this study population.

Table 3.1: Population Distribution

<table>
<thead>
<tr>
<th>Department</th>
<th>Population Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>23</td>
<td>24%</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>12</td>
<td>16%</td>
</tr>
<tr>
<td>Planning and Marketing</td>
<td>40</td>
<td>33%</td>
</tr>
<tr>
<td>Corporate services</td>
<td>30</td>
<td>20%</td>
</tr>
<tr>
<td>Internal Auditing</td>
<td>15</td>
<td>12%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: NHIF, (2017)

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

A sample frame is the list of objects or individual that constitute a population where samples can be taken to participate in a study. According to Hair, Money, Samouel, and Page, (2008) a sample frame is an inclusive list of all components from which the sample is drawn. This study
sample frame comprised the employees of NHIF at the headquarters office whose list was acquired from the human resources department.

### 3.3.2.2 Sampling Technique

Sampling technique is the method of selecting samples from the sample unit that will participate in the process of data collection for the study (Hair, et al., 2008). The sample unit for this study included the total population of employees at National Hospital Insurance Fund, head office in Upper Hill, Nairobi. The study employed stratified random sampling in order to draw an appropriate sample for the study and maintain objectivity. This technique was used because it ensured that individuals across the study population had equal chance of selection for the sample. Stratified sampling splits the population into strata, which are groups within the population, random sampling can then, be used to select samples from this strata. According to Quinlan, (2011) random sampling entail picking sample for the study at random from the sample frame. This sampling technique as observed by Cooper and Schindler, (2014) was used in order to give chance of selection for the whole target population so that the result can be generalized.

### 3.3.2.3 Sample Size

In order for estimating the characteristics of a large population, an appropriate sample size is selected (Hair, et al., 2008). The assessments of the group selected as the sample population of the study are anticipated to be reflective of the opinion of the entire study population. Kotler et al., (2017) observed that a sample size representing 10% of the study population has a good reliability if it is appropriately selected. Basing on this measure, this study sample size was 80 out of 120 employees at NHIF head office; this was 67% of the target population. Table 3.2 illustrates the sample size distribution in the organization.
Table 3.2: Sample Size

<table>
<thead>
<tr>
<th>Department</th>
<th>Population Size</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>23</td>
<td>20</td>
<td>25%</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>12</td>
<td>10</td>
<td>13%</td>
</tr>
<tr>
<td>Planning and Marketing</td>
<td>40</td>
<td>30</td>
<td>38%</td>
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<td>Corporate services</td>
<td>30</td>
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<td>19%</td>
</tr>
<tr>
<td>Internal Auditing</td>
<td>15</td>
<td>5</td>
<td>6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>120</strong></td>
<td><strong>80</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

The data for this study was collected through primary data from respondent using questionnaires with both structured and open-ended questions. The researcher used questionnaire as the instrument for data collection because of its efficiency and effectiveness in collecting primary data from subjects under study. The structured questions were meant to collect appropriate data that also enabled the researcher to efficiently analyze the data while the questionnaire also contained some open ended questions in order to capture additional information that the researcher did not conceptualized in advance. According to Cooper and Schindler, (2014) it’s recommended to use questionnaire for standardized questions to avoid misconception, questionnaire is also thought to be suitable for descriptive study as it allows the investigation of the perceptions of respondent on the study variables. The design of the questionnaire included two parts with the first part containing questions on the bio data of the respondent while the second part captures questions relating to the study objectives. The second part is further split into section that addressed the objectives of the study in various sections.

3.5 Research Procedures

This study was carried out in a systematic procedure in order to ensure reliability in the final results of the study. The researcher sought permission from the management of NIHF through the dean school of business, USIU-A. This allowed the researcher accessibility to the subjects
of study, the researcher then carried out a pilot study to test the validity and reliability of the questionnaire. In the pilot study, 10 respondents were administered with questionnaire and these respondents did not participate in the actual study. The pilot study enabled the researcher to adjust the questionnaire, amend ambiguous questions, and do away with the irrelevant questions.

The actual study was carried out after adjusting the questionnaire as recommended from the study test, the researcher coordinated with management at NHIF to facilitate data collection through a drop and pick method. This helped to ensure a high response rate since respondent were allowed ample time to respond to the questionnaire. The researcher also assured and ensured confidentiality of the information provided by users in order to get cooperation from the respondent and ensure the research remains ethical.

3.6 Data Analysis Methods
The data was collected from respondents in the nature of quantitative data, it was then statistically analyzed using descriptive and inferential statistics. The data from the field was cleaned first and indexed, the questionnaire items were then coded into the Statistical Package Social Sciences (SPSS) and the collected data entered into the SPSS program. Descriptive analysis was done using means and standard deviation, regression analysis was also carried out to test the strength and direction of the independent and dependent variable relationship and the contribution of the independent variable on the dependent variable. A multiple linear regression equation was used to test the effects of multigenerational workforce diversities on organizational performance of NHIF. The regression equation used was represented as:

\[ y = a + b_1 x_1 + e \]

\( y \) = dependent variable

\( a \) = the constant of the equation or the \( y \) intercept

\( b \) = the slope of the regression line

\( x_1 \) = independent variable

\( e \) = the error term
3.7 Chapter Summary

This chapter has presented the research design and methodology that was used in the study. These include research design, population of the study, sampling procedure, data collection methods, research procedure and data analysis and presentation. Chapter four presents the study findings and results while chapter five provide the summary, discussion, conclusion and recommendation from findings of the study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the findings of the study in line with the study objectives. The initial part presents the demographic information on the respondents and the subsequent part has been divided into descriptive and inferential section each covering the research objectives. Findings are displayed in tables and figures.

4.2 Response Rate

The study managed to get 60 questionnaires back out of the total 80 questionnaires that were distributed, this translated to 75% response rate and was sufficient to proceed with the data analysis.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>60</td>
<td>75</td>
</tr>
<tr>
<td>Did not Respond</td>
<td>20</td>
<td>25</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>100</td>
</tr>
</tbody>
</table>

4.3 Demographics Characteristics

4.3.1 Gender

The respondents of the study comprised of 53% female and 47% male, this shows that both male and female gender were well represented, even though the female representation was slightly above the male representation by 6%. The results are displayed in figure 4.1.
4.3.2 Age

This study sought to establish the age brackets of the respondents, as illustrated in figure 4.2, 40% of respondents were aged between 22-35 years. 27% of the respondent were aged between 36 to 45 years, 18% were aged between 46 to 55 years, 13% were 55 years and above and 2% were below the age of 21 years. This shows that most respondents were in their youthful ages.

Figure 4.2: Age of Respondents
4.3.3 Academic Qualification

The study investigated the academic qualification of respondents, as displayed in figure 4.3, those with a bachelor’s degree were 38%, and those with diploma certificate were 13% those with were 44% master’s degree, 4% were holders of college certificate and 2% had doctorate degrees. This clearly shows that the respondents were literate and therefore were able to appropriately respond to the questionnaire.

![Academic Qualification](image)

**Figure 4.3: Academic Qualification**

4.3.4 Work Experience with NHIF

The respondents were asked to indicate the period they have been working with NHIF, according to the results as shown in table 4.2, 27% of the respondent had worked with NHIF 11-15 years, 13% had worked for over 20 years, 18% had worked for 1-5 years, 9% had worked for 16-20 years, and those who had worked in NHIF for 6 -10 years and below one year were each 16%. This indicates that the respondents had enough experience in NHIF to respond to the questionnaire.
Table 4.2: Work Experience

<table>
<thead>
<tr>
<th>Work Experience in NHIF</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 1 year</td>
<td>9</td>
<td>16</td>
</tr>
<tr>
<td>1–5 years</td>
<td>10</td>
<td>18</td>
</tr>
<tr>
<td>6–10 years</td>
<td>9</td>
<td>16</td>
</tr>
<tr>
<td>11–15 years</td>
<td>15</td>
<td>27</td>
</tr>
<tr>
<td>16–20 years</td>
<td>5</td>
<td>9</td>
</tr>
<tr>
<td>Above 20 years</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>55</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.3.5 Department

The research also sought to know the department that respondents belonged in the organization. Findings show that, 35% of the respondents were from the quality assurance department, while 25% were from finance department, 21% were from planning and marketing department, 13% were from the corporate services department and 6% were from the internal auditing. This shows that all the departments in the organization were represented in the sample with the quality assurance and internal auditing department having the highest and lowest representation respectively.
Figure 4.4: Department of the Respondents

4.3.6 Managerial Level

The respondents were requested to indicate their position in the management structure of the organization. According to the results as shown in figure 4.5, 51% of the respondents were in middle level management, 22% were top level management and 27% were line managers in the organization. This shows that all mid-levels managers were highly represented in the sample.

Figure 4.5: Management Level
4.3.7 Job Experience

The study examined the job experience of the respondents, the results are shown in table 4.3. 13% percent of the respondents had an experience of less than a year, 22% had an experience of over 20 years, those with experience of 1-5 years and 16-20 years were each represented by 18% and those with experience of 6-10 years and 11-15 years were each represented by 15%.

Table 4.3: Job Experience

<table>
<thead>
<tr>
<th>Job Experience</th>
<th>Frequency</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 1 year</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td>1-5 years</td>
<td>10</td>
<td>18</td>
</tr>
<tr>
<td>6-10 years</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>11-15 years</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>16-20 years</td>
<td>10</td>
<td>18</td>
</tr>
<tr>
<td>Above 20 years</td>
<td>12</td>
<td>22</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>55</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

4.4 Effects of Work-Value Differences on Organizational Performance

This study sought to determine the effect that work-value differences present in a multigenerational workforce, has on organizational performance at NHIF. Factors concerning work-value differences were examined on a 5 point Likert scale. The findings were computed to draw the percentages that were used to draw inferences and presented in table 4.4.

According to the findings 56% of the respondents strongly agreed, that their work had a lot of opportunity for learning new things and this motivated them to perform better. Findings also showed that 36% of the strongly agreed that their work had a good opportunity for advancement and promotion in the organization. It was again strongly agreed by 37% of the
respondents that they were motivated by the opportunity to serve the society through their job. On whether, the respondents were motivated to perform better by the job security of their job, this was strongly agreed by 39% of the respondents. Further, findings showed that 41% of the respondents strongly agreed that money was not as important to them as personal sense of satisfaction, On the other hand, findings revealed that 26% of the respondents strongly agreed that it was important for them to get public recognition for the work that they do. Additionally, findings indicated that 22% of the respondents strongly agreed that they want a work that absorbs them, even if it takes up their leisure time. Lastly, 60% of respondent agreed that the idea of making money motivates them a great deal.

Table 4.4: Work-Value Differences

<table>
<thead>
<tr>
<th>Work Value Differences</th>
<th>Strongly Agree %</th>
<th>Agree %</th>
<th>Neutral %</th>
<th>Disagree %</th>
<th>Strongly Disagree %</th>
</tr>
</thead>
<tbody>
<tr>
<td>My work has a lot of opportunity for learning new things</td>
<td>56</td>
<td>36</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>My work has good opportunity for advancement and promotion in the organization</td>
<td>35</td>
<td>47</td>
<td>15</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>I am motivated by the opportunity to serve the society through my job</td>
<td>37</td>
<td>39</td>
<td>20</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>I am motivated to perform better by the job security I have with my job.</td>
<td>39</td>
<td>41</td>
<td>15</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Money is not as important to me as a personal sense of satisfaction.</td>
<td>41</td>
<td>24</td>
<td>17</td>
<td>13</td>
<td>6</td>
</tr>
<tr>
<td>It's important to me to get public recognition for the work that I do.</td>
<td>26</td>
<td>23</td>
<td>25</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td>I want work that absorbs me, even if it takes up my leisure time.</td>
<td>22</td>
<td>19</td>
<td>44</td>
<td>9</td>
<td>6</td>
</tr>
<tr>
<td>The idea of making money motivates me a great deal.</td>
<td>60</td>
<td>31</td>
<td>6</td>
<td>3</td>
<td>0</td>
</tr>
</tbody>
</table>
4.5 Effects of Communicational Differences on Organizational Performance.

This study sought to determine the effect that communicational differences present in a multigenerational workforce, has on organizational performance at NHIF The findings were computed and presented in table 4.5.

According to the findings 52% of the respondents agreed that individuals at NHIF have a reputation for saying what they think, simply and directly. Results also showed that 30% agreed that employees in the organization regularly questioned each other about their basic assumptions. Again findings showed that 42% agreed that staffs liked to reach a decision carefully after weighing up many alternatives. In addition, 32% of the respondent agreed that they tend to have distant, rather formal, relationships with colleagues at work. Findings also indicated that 48% agreed that employees do not mind communicating to colleagues on phone, 34% further agreed that employees preferred communicating face-to-face or on a one-to-one basis when working. 35% agreed that employees make appropriate use of e-mail to perform tasks, However 43% of the respondent could not agree whether or not they preferred to effectively communicate to colleagues in writing, for example, via memo/letter/reports. Lastly 35% disagreed that employees found it difficult to communicate with someone in higher authority.


<table>
<thead>
<tr>
<th>Communicational Differences</th>
<th>Strongly Agree %</th>
<th>Agree %</th>
<th>Neutral %</th>
<th>Disagree %</th>
<th>Strongly Disagree %</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have a reputation for saying what I think, simply and directly.</td>
<td>15</td>
<td>52</td>
<td>28</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>I regularly question people about their basic assumptions.</td>
<td>21</td>
<td>30</td>
<td>32</td>
<td>13</td>
<td>4</td>
</tr>
<tr>
<td>I like to reach a decision carefully after weighing up many alternatives.</td>
<td>42</td>
<td>42</td>
<td>15</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>I tend to have distant, rather formal, relationships with people at work</td>
<td>13</td>
<td>32</td>
<td>37</td>
<td>17</td>
<td>2</td>
</tr>
<tr>
<td>I don’t mind communicating to colleagues on phone.</td>
<td>15</td>
<td>48</td>
<td>26</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>I prefer communicating face-to-face or on a one-to-one basis when working.</td>
<td>30</td>
<td>34</td>
<td>19</td>
<td>15</td>
<td>2</td>
</tr>
<tr>
<td>I make appropriate use of e-mail to perform tasks</td>
<td>31</td>
<td>35</td>
<td>29</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>I prefer to effectively communicate to colleagues in writing, for example, via memo/letter/reports etc.</td>
<td>13</td>
<td>19</td>
<td>43</td>
<td>19</td>
<td>6</td>
</tr>
<tr>
<td>I find it difficult to communicate with someone in higher authority</td>
<td>6</td>
<td>4</td>
<td>22</td>
<td>35</td>
<td>33</td>
</tr>
</tbody>
</table>

4.6 Effects of Cultural Behavior Organizational Performance.

This study sought to determine the effect that cultural behavior present in a multigenerational workforce, has on organizational performance at NHIF. Factors concerning cultural behavior were examined on a 5 point Likert scale. The findings were computed and presented in table 4.6. The study results showed that 42% of the respondents agreed that discipline in the organization was upheld and this helped in improving performance in the organization, 44%
of the respondents also agreed that employees from different generational cohorts behave differently at work and this influenced performance in the organization. Further, results indicated that 38% of the respondent agreed that the behavior of employees from certain generation cohorts had an impact on their performance at work. Further, the study results indicated that 44% of the respondents could not conclude whether or not they were influenced by the behavior of their colleague at work and hence affecting their work. 58% strongly agreed that good behavior in the organization inspired positive performances. 43% strongly agreed that the behavior of employees in the organization is controlled and this has enable good performance, 55% strongly agreed that bad behaviors in the workplace such as fights, gossip and stealing of colleagues’ property undermines organizational performance employee, 53% further agreed strongly that employees who are hostile in the organization negatively affects organizational performance and finally 53% of the respondents strongly agreed that employee behavioral actions that cause damage to the organization property and image negatively affects organizational performance.
<table>
<thead>
<tr>
<th>Cultural Behavior</th>
<th>Strongly Agree %</th>
<th>Agree %</th>
<th>Neutral %</th>
<th>Disagree %</th>
<th>Strongly Disagree %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discipline in the organization is upheld and this has helped in improving performance in the organization</td>
<td>40</td>
<td>42</td>
<td>16</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Employees from different generational cohorts behave differently at work and this has influenced performance in the organization</td>
<td>27</td>
<td>44</td>
<td>20</td>
<td>7</td>
<td>2</td>
</tr>
<tr>
<td>The behavior of employees from certain generation cohorts impact my performance at work</td>
<td>13</td>
<td>38</td>
<td>33</td>
<td>11</td>
<td>6</td>
</tr>
<tr>
<td>I am influenced by the behavior of my colleague at work and these affect my work</td>
<td>13</td>
<td>18</td>
<td>44</td>
<td>20</td>
<td>6</td>
</tr>
<tr>
<td>Good behavior in the organization inspire positive performances in the organization</td>
<td>58</td>
<td>36</td>
<td>6</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>The behavior of employees in the organization is controlled and this has enable good performance</td>
<td>43</td>
<td>33</td>
<td>19</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Bad behaviors in the workplace such as fights, gossip and stealing of colleagues’ property undermines organizational performance</td>
<td>55</td>
<td>27</td>
<td>11</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Employees who are hostile in the organization negatively affects organizational performance</td>
<td>53</td>
<td>31</td>
<td>7</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Employee behavioral actions that cause damage to the organization property and image negatively affects organizational performance</td>
<td>53</td>
<td>26</td>
<td>15</td>
<td>6</td>
<td>2</td>
</tr>
</tbody>
</table>
4.7 Organizational Performance
In order to determine the effect of multigenerational workforce diversity on organizational performance of NHIF, the study evaluated the organizational performance indicators in NHIF on a 5 point scale. The findings were presented in table 4.7. According to the findings, it was agreed by 69% of the respondents that there was a growth in sales of the company product and services. Findings also showed that 70% agreed that NHIF had expanded its business operations, 79% further agreed that NHIF has been able to retain its customers, Results also revealed that 57% agreed that NHIF had grown in market share and customer base. The results also indicated that 46% of the respondents could not establish whether there was a reduction in business budget in the organization, 62% agreed that the level of customer satisfaction had improved and there was less customer complains. Further, 55% of the respondents agreed that the organization had been able to attain its short term goals in good time, and lastly, 46% agreed that the level of innovation of the organization was high.
Table 4.7: Organizational Performance

<table>
<thead>
<tr>
<th>Organizational Performance</th>
<th>Strongly Agree %</th>
<th>Agree %</th>
<th>Neutral %</th>
<th>Disagree %</th>
<th>Strongly Disagree %</th>
</tr>
</thead>
<tbody>
<tr>
<td>There has been growth in sales of the company product and services.</td>
<td>18</td>
<td>69</td>
<td>13</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>The organization has expanded its business operations</td>
<td>15</td>
<td>70</td>
<td>15</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>The organization has been able to retain its customers</td>
<td>17</td>
<td>79</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>There has been a growth in market share and customer base.</td>
<td>28</td>
<td>57</td>
<td>15</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>There has been a reduction in business budget</td>
<td>4</td>
<td>20</td>
<td>46</td>
<td>20</td>
<td>9</td>
</tr>
<tr>
<td>The level of customer satisfaction has improved and there is less customer complains</td>
<td>22</td>
<td>62</td>
<td>16</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>The organization has been able to attain its short term goals in good time.</td>
<td>15</td>
<td>55</td>
<td>29</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>The level of innovation of the organization is high</td>
<td>13</td>
<td>46</td>
<td>40</td>
<td>2</td>
<td>0</td>
</tr>
</tbody>
</table>

4.8 Regression Analysis

Regression analysis was used to test the relationships. However before the analyses were carried out, diagnostic tests were conducted to investigate on the basic assumptions of multiple linear regressions that includes normality test, multicollinearity and linearity as suggested by Greene (2002).

4.8.1 Normality Test

Normality was verified by calculating the skewness and kurtosis values for the composite values of the variables. Table 4.8 indicates that the variables are normally distributed with skewness and kurtosis values ranging between -1.0 and +1.0. This implies that the study
variables namely work value, communication styles, cultural behavior and organizational performance are normally distributed and hence further tests could be carried out on the data.

Table 4.8: Normality Test

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Skewness Statistic</th>
<th>Kurtosis Statistic</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Std. Error</td>
<td>Std. Error</td>
<td></td>
</tr>
<tr>
<td>Organisation performance</td>
<td>55</td>
<td>-.017</td>
<td>.322</td>
<td>.756</td>
</tr>
<tr>
<td>Work value</td>
<td>55</td>
<td>.909</td>
<td>.322</td>
<td>.538</td>
</tr>
<tr>
<td>Communication style</td>
<td>55</td>
<td>-.239</td>
<td>.322</td>
<td>.848</td>
</tr>
<tr>
<td>Cultural behavior</td>
<td>55</td>
<td>-.770</td>
<td>.322</td>
<td>.098</td>
</tr>
</tbody>
</table>

4.8.2 Linearity test

Linearity between each independent variable and the dependent variable was tested using Pearson’s correlation coefficient. The findings presented in table 4.9 indicates that there was a significant positive linear relationship (r = 0.467, p-value<0.05) between organizational performance and work value. Communication style was found to have a significant positive linear relationship with organizational performance (r = 0.508, p-value<0.05). Cultural behavior was found to have a significant positive linear relationship with organizational performance (r = 0.536, p-value<0.05)
Table 4.9: Pearson Correlation Coefficient

<table>
<thead>
<tr>
<th>Variable</th>
<th>Organisation performance</th>
<th>Work value</th>
<th>Communication style</th>
<th>Cultural behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation performance</td>
<td>Pearson Correlation</td>
<td>1</td>
<td>.467**</td>
<td>.508**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>55</td>
<td>55</td>
<td>55</td>
</tr>
<tr>
<td>Work value</td>
<td>Pearson Correlation</td>
<td>.467**</td>
<td>1</td>
<td>.383**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.004</td>
<td>.033</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>55</td>
<td>55</td>
<td>55</td>
</tr>
<tr>
<td>Communication style</td>
<td>Pearson Correlation</td>
<td>.508**</td>
<td>.383**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.004</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>55</td>
<td>55</td>
<td>55</td>
</tr>
<tr>
<td>Cultural behavior</td>
<td>Pearson Correlation</td>
<td>.536**</td>
<td>.287*</td>
<td>.289*</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.033</td>
<td>.032</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>55</td>
<td>55</td>
<td>55</td>
</tr>
</tbody>
</table>

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

*. Correlation is significant at the 0.05 level (2-tailed).
4.8.3 Multicollinearity and Reliability Analysis

Multicollinearity test whether independent variables are highly correlated. Two test are used to measure multicollinearity namely Tolerance and VIF (Variance inflated factor). Multicollinearity is not a problem if variables have a VIF that is less than 10 and tolerance value more than 0.1. Table 4.10 shows that variables have VIF and tolerance values within the threshold and therefore, the results imply that there was no multicollinearity problem among the variables.

Reliability test whether the items measuring the variables are internally consistent. This is measured using Cronbach’s Alpha value whose acceptable and recommended level of alpha is 0.70. All the variables meet the threshold of 0.7 as indicated in table 4.10 Organisation performance (alpha=0.801), Communication style (alpha =0.901), Cultural behavior (alpha =0.722) and Work value (alpha =0.706)

Table 4.10: Multicollinearity and Reliability Analysis

<table>
<thead>
<tr>
<th>Variables</th>
<th>Collinearity Statistics</th>
<th>Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tolerance</td>
<td>VIF</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Variance inflated factor)</td>
</tr>
<tr>
<td>Organization performance</td>
<td>(dependent)</td>
<td>8</td>
</tr>
<tr>
<td>Communication style</td>
<td>.818</td>
<td>1.222</td>
</tr>
<tr>
<td>Cultural behavior</td>
<td>.880</td>
<td>1.137</td>
</tr>
<tr>
<td>Work value</td>
<td>.819</td>
<td>1.221</td>
</tr>
</tbody>
</table>
4.8.4 Regression Model

Table 4.11 shows that the R-squared is 0.471 meaning that the work value, communication style and cultural behavior jointly explain 47.1\% variations in organisation performance while the rest are explained by the error term. The F statistic is 15.112 with a P-value <0.05 which implies that the regression model is significant. The t statistics and p-values were used to test the significance of coefficients in the model. The regression equation obtained from this output is:

Organizational Performance = 0.194 +0.212Work value + 0.269style + 0.335behavior + Error

The regression coefficient for work value is 0.212. This indicates that a unit increase in work value would result in 21.2\% increase in organizational performance. The regression coefficient for communication style is 0.269. This indicates that a unit increase in communication style would result 26.9\% increase in organizational performance. The regression coefficient for cultural behavior is 0.335. This indicates that a unit increase in cultural behavior would result in 33.5\% increase in organizational performance.

The beta coefficients indicate the relative importance of each independent variable (work value, communication style and cultural behavior) in influencing the dependent variable (organization performance). Cultural behavior is the most important in influencing organizational Performance (βeta=0.378) followed by communication style (βeta=0.306) and the least is work value (βeta=0.241)
Table 4.11: Regression Model

<table>
<thead>
<tr>
<th>Goodness of fit</th>
<th>Test statistic</th>
<th>P value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted R-squared</td>
<td>.440</td>
<td></td>
</tr>
<tr>
<td>R-squared</td>
<td>.471</td>
<td></td>
</tr>
<tr>
<td>R</td>
<td>.686</td>
<td></td>
</tr>
<tr>
<td>F-statistic (3, 51)</td>
<td>15.122</td>
<td>0.000 ***</td>
</tr>
</tbody>
</table>

**Dependent Variable= Organizational Performance**

<table>
<thead>
<tr>
<th>Variable</th>
<th>B</th>
<th>Std. error</th>
<th>Beta</th>
<th>T</th>
<th>sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>.194</td>
<td>.091</td>
<td></td>
<td>2.136</td>
<td>.037</td>
</tr>
<tr>
<td>Work value</td>
<td>.212</td>
<td>.099</td>
<td>.241</td>
<td>2.144</td>
<td>.037</td>
</tr>
<tr>
<td>Communication style</td>
<td>.269</td>
<td>.099</td>
<td>.306</td>
<td>2.720</td>
<td>.009</td>
</tr>
<tr>
<td>Cultural behavior</td>
<td>.335</td>
<td>.096</td>
<td>.378</td>
<td>3.478</td>
<td>.001</td>
</tr>
</tbody>
</table>

KEY *** significant at 0.05

4.9 Chapter Summary

This chapter presents the results and findings. The chapter has been split in two major parts, the initial part is about the respondents’ background information. The subsequent part discusses the results of the three main research objectives, it has the descriptive statistics the regression study results that predict the effects of independent variables on dependent variable. The next chapter is the summary of the findings, discussions, conclusions and recommendations.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of the study and discusses study findings, it also provides the conclusion of the study and the recommendation made. The chapter has been divided into four parts outlined as, summary, discussion, conclusion and recommendations in that order.

5.2 Summary

The main aim of this study was to determine the effects of multigenerational workforce diversities on organizational performance in government parastatals in Kenya with a case study of NHIF. The study objectives were meant to establish the effects of: work-value differences in multigenerational workforce on organizational performance in NHIF; communicational differences in multigenerational workforce on organizational performance in NHIF and cultural behavior differences in multigenerational workforce on organizational performance in NHIF. A descriptive research design was used for this study and questionnaires were used to collect data. The target population included 80 employees that were randomly sampled from employees at NHIF. Data analysis was done through both descriptive and inferential statistics.

The findings on the first research objectives showed that, 56% of the respondents strongly agreed, and also 36% agreed that their work had a lot of opportunity for learning new things and this motivated them to perform better. However 4% were neutral with as well 4% disagreeing, nobody strongly disagreed. Further, findings showed that 36% of the respondents strongly agreed, and 47% agreed that their work had a good opportunity for advancement and promotion in the organization. This was however disagreed by 4% while 15% remained neutral and none strongly disagreed. It was again strongly agreed by 37% of the respondents and agreed by 39% of respondents that they were motivated by the opportunity to serve the society through their job. This was also disagreed by 4% of the respondents while 20% remained neutral and none strongly disagreed. On whether, the respondents were motivated to perform better by the job security of their job, this was strongly agreed by 39% of the respondents and also agreed among 41% of the respondents. It was however disagreed by 4% and strongly disagreed by 2% while 15% were neutral and none strongly disagreed.
Further, findings showed that 41% of the respondents strongly agreed and 24% agreed that money was not as important to them as personal sense of satisfaction. It was though disagreed by 13% and 6% strongly disagreed while 17% were neutral. On the other hand, findings revealed that 26% of the respondents strongly agreed and 23% agreed that it was important for them to get public recognition for the work that they do. However, 11% disagreed and 15% strongly disagreed while 25% were neutral. Additionally, findings indicated that 22% of the respondents strongly agreed and 19% agreed that they want a work that absorbs them, even if it takes up their leisure time. Even though, 9% disagreed and 4% strongly disagreed while 44% were neutral. Lastly, 60% of respondent strongly agreed and 31% agreed that the idea of making money motivates them a great deal. However, 3% disagreed while 44% were neutral and none strongly disagreed.

On the second objective the study wanted to establish the effects of communicational differences on organizational performance. The findings demonstrated that, 52% of the respondents agreed with as well 15% strongly agreeing that individuals at NHIF have a reputation for saying what they think, simply and directly. However, 4% disagreed and 2% strongly disagreed while 28% remained neutral. In addition, 30% of the respondents and 21% agreed and strongly agreed respectively that employees in the organization regularly questioned each other about their basic assumptions. Even though, 13% disagreed and 4% strongly disagreed while 32% were neutral. Findings also showed that 42% agreed with as well 42% strongly agreeing that staffs liked to reach a decision carefully after weighing up many alternatives. However, 2% disagreed and 15% were neutral while none strongly disagreed. In addition, 32% of the respondent agreed and 13% strongly agreed that they tend to have distant, rather formal, relationships with colleagues at work. However, 17% disagreed and 2% strongly disagreed while 37% were neutral.

Findings also indicated that 48% respondents agreed and 15% strongly agreed that employees do not mind communicating to colleagues on phone. However, 6% disagreed as well as another 6% strongly disagreed while 26% were neutral. Further, 34% agreed and 30% strongly agreed that employees preferred communicating face-to-face or on a one-to-one basis when working. However, 15% disagreed and 2% strongly disagreed while 19% remained neutral. In addition, 35% respondents agreed and 31% strongly agreed that employees make appropriate use of e-
mail to perform tasks. However, 6% disagreed and 29% were neutral while no one strongly disagreed. Findings also showed that 43% of the respondent were neutral on whether or not they preferred to effectively communicate to colleagues in writing, for example, via memo/letter/reports. However, 13% strongly agreed, 19% agreed and those who disagreed were also 19% while 6% strongly disagreed. Lastly 35% disagreed and 33% strongly disagreed that employees found it difficult to communicate with someone in higher authority. However, 6% strongly agreed and 4% agreed while 22% were neutral.

The third objective of the study was meant to establish the effects of cultural behavior on organizational performance. The findings showed that 42% of the respondents agreed and 40% strongly agreed that discipline in the organization was upheld and this helped in improving performance in the organization. However, 2% strongly disagreed and 16% were neutral while none disagreed. In addition, 44% of the respondents agreed and 27% strongly agreed that employees from different generational cohorts behave differently at work and this influenced performance in the organization. However, 7% disagreed and 2% strongly disagreed while 20% were neutral. Further, results indicated that 38% of the respondent agreed and 13% strongly agreed that the behavior of employees from certain generation cohorts had an impact on their performance at work. Even though 11% disagreed and 6% strongly disagreed while 33% were neutral. Further, results indicated that 44% of the respondents could not conclude whether or not they were influenced by the behavior of their colleague at work and hence affecting their work. However, 18% agreed, 13% strongly agreed while 20% disagreed and 6% again strongly disagreed. The findings also showed that 58% strongly agreed, and 36% agreed that good behavior in the organization inspired positive performances. However, 6% were neutral while no one disagreed or strongly disagreed.

The results also demonstrated that 43% of the respondents strongly agreed and 33% agreed that the behavior of employees in the organization is controlled and this has enable good performance. However, 19% were neutral while 6% strongly disagreed and none disagreed. The results also indicated that 55% strongly agreed and 27% agreed that bad behaviors in the workplace such as fights, gossip and stealing of colleagues’ property undermines organizational performance. This was however disagreed by 2% of the respondents and 6% strongly also disagreed while 11% were neutral. The findings also showed that 53% of the
respondents strongly agreed and 31% agreed that employees who are hostile in the organization negatively affects organizational performance. However, 4% disagreed and 6% strongly disagreed while 7% were neutral. Finally, results showed that 53% of the respondents strongly agreed and 26% agreed that employee behavioral actions that cause damage to the organization property and image negatively affects organizational performance. However, 6% disagreed and 2% strongly disagreed while 15% remained neutral.

The study also evaluated the performance of NHIF, according to the findings, it was agreed by 69% of the respondents and 18% strongly agreed that there was a growth in sales of the company product and services. However 13% were neutral while no one could disagree or strongly disagree to this. Further, results showed that 70% of the respondent agreed and 15% strongly agreed that NHIF had expanded its business operations. However, 15% were neutral while none disagreed or strongly disagreed. The study also establish that 79% of the respondents agreed and 17% strongly agreed that NHIF has been able to retain its customers. However 4% were neutral while none disagreed or strongly disagreed to this. Results also revealed that 57% agreed and 28% strongly agreed that NHIF had grown in market share and customer base. Even though, 15% were neutral with no one disagreeing or strongly disagreeing to this.

The results also indicated that 46% of the respondents could not establish whether there was a reduction in business budget in the organization. However, 20% agreed and 4% strongly agreed while 20% also disagreed and 9% strongly disagreed. The findings also demonstrated that, 62% of the respondents agreed and 22% strongly agreed that the level of customer satisfaction had improved and there was less customer complains. However, 16% were neutral and no one disagreed or strongly disagreed to this. Further, 55% of the respondents agreed and 15% strongly agreed that the organization had been able to attain its short term goals in good time. However, 29% were neutral and 2% disagreed while none strongly disagreed. Lastly, 46% of the respondents agreed and 13% strongly agreed that the level of innovation of the organization was high. However, 40% were neutral and 2% disagreed while none strongly disagreed. The study finally established the performance of NHIF was affected by diversification of the multigenerational workforce. Forty seven percent of organizational performance in NHIF was
accounted for by multigenerational workforce diversification in the organization (R Square = .471; p-value < 0.05).

5.3 Discussion

5.3.1 Effects of Work-Value Differences on Organizational Performance

This study revealed that working at NHIF presented employee with a lot of opportunity for learning new things and this motivated them to perform better, this was as agreed by the majority of the respondents, 92%. This results resonates with Bafaneli and Setibi, (2015) who observed that employees consider on job training, which offers learning opportunities as a significant factor in their effective job performance. The study also showed that work at NHIF had a good opportunity for advancement and promotion in the organization and this enhanced employee performance, 83% of the respondents agreed to this. The results are in line with Oduma, and Were, (2015) who established that employee advancement in career positively influenced their performance in the public university in Kenya. Similarly the findings correspond to Christina, (2014) who noted that promotion affects the performance of both the employee and the organization since it influences motivation, good performance, relations and higher remunerations.

The study was also able to demonstrate that employee at NHIF were motivated at work by the opportunity to serve the society through their job. This was demonstrated with 76% of the respondents who agreed to this. This findings correlate with Tonin, (2015) who found out that employees will be highly motivated and work harder when their work is linked to a social cause. Further, results revealed that respondents were motivated to perform better by the job security of their job. This was agreed by majority of the respondents, 80%. This findings resonates with James, (2012) who observed that the more secure an employee feels in their job the better they perform their duty and this directly translate to the overall performance of an organization.

In addition, the findings of the study showed that money was not as important to employee as personal sense of satisfaction. This was agreed across 65% of the respondents in the study. This results supports Igbaekemem, (2014) findings which concluded that monetary incentives is not sufficient enough on its own in motivating good performance in employees. The study also showed that majority of the respondents 49% agreed that it was important for them to get
public recognition for the work that they do. The findings therefore confirm the findings of Shariful, Shahrani, Sahabuddin, and Akter, (2013) who argued that organizational management should device a recognition system in the organization than concentrate on employee perception.

The study could however not establish whether employees preferred work that absorbs them, even if it takes up their leisure time or not. Majority of the respondents, 44% remained neutral on this issues. This findings could not ascertain the findings of Chamorro-Premuzic, (2013) who identified employee pursuit of leisure time, among others, as a greater employee goal than power goal, self-importance, or overcoming insecurity. Lastly, the study found out that respondents were motivated greatly with the idea of making money. This was agreed among 91% of the respondents. This is results are in agreement with Ganta, (2014) who identified money as one of the extrinsic motivation that will enhance an employee performance.

5.3.2 Effects of Communicational Differences on Organizational Performance.

The second objective of the study sought out to establish the effects of communicational differences among the multigenerational workforce on organizational performance. Various construct of communication were evaluated, findings demonstrated that individuals at NHIF have a reputation for saying what they think, simply and directly. This was agreed across 67% of the respondents. The findings is in line with Femi, (2014) who was of the opinion that organization managers need to communicate directly in the organization. The findings further revealed that employees in the organization regularly questioned each other about their basic assumptions, this was agreed among 51% of the respondents. Similarly, findings revealed that staffs liked to reach a decision carefully after weighing up many alternatives. This was agreed by 84% of the total respondents. Additionally, results showed that respondents tend to have a distant, rather formal relationships with colleagues at work. This was agreed by 45% of the respondents. This findings contradict earlier research findings by Proctor, (2014) who established that employees have friends at work and this friendship tends to be kept at work with minimum socialization outside their organization. On the other hand, Amjad, et al., (2015) established that workplace friendship positively influence individual performance in the organization.
The findings further establish that employees do not mind communicating to colleagues on phone, this was agreed by 63% of the respondents. This results supports the findings of Boyaci, and Aksu, (2000) who demonstrated that telephone and/or mobile phone communication was the most frequently used medium of communication across departments while it was reported to be the second widely used communication medium within departments. The study also found out that employees preferred communicating face-to-face or on a one-to-one basis when working. This was agreed across 64% of the respondents. This findings correspond with the findings of Mallett-Hamer, (2005) who observed that face-to-face communication is the leading communication style in organizations. The findings as well resonates with Agarwal, (2012) who found out that face-to-face communication is the most favorite communication style of employees in working within one department.

Additionally, this study established that employees make appropriate use of e-mail to perform tasks, which was as agreed among 66% of the respondents. This findings are in line with the observation made by Quaresma, Silva, and Marreiros, (2013) that concluded that employees have the knowledge of working with e-mail in the organization. The findings however, were not conclusive on whether or not they preferred to effectively communicate to colleagues in writing, for example, via memo/letter/reports, majority of the respondents, 43% remained neutral when asked about this. The findings fail to confirm the study results of Turner, et al., (2010) who reported that quite a reasonable percentage of employee use physical writings to communicate. Further, the findings of this study showed that employees did not find it difficult to communicate with someone in higher authority in the organization. This was shown with 68% of the respondents who disagreed when asked if the found it difficult to communicate with someone in higher authority.

5.3.3 Effects of Cultural Behavior on Organizational Performance.

This study again looked at the effect that cultural behavior in a multigenerational workforce had on organizational performance. A number of factors were examined in relation to employee cultural behavior in the workplace. According to the findings it was established that discipline in the organization was upheld and this helped in improving performance in the organization, this was agreed among 82% of the respondents. This findings correspond with the observation of Wedaga, (2012) who notes that discipline in the organization has a positive
influence on performance. The findings also showed that employees from different generational cohorts behave differently at work and this influenced performance in the organization. This was agreed among 71% of the respondents. The findings correlate with Musriha, (2013) who argued that an individual character has a significant influence on performance.

This study also found out that behavior of employees from certain generation cohorts had an impact on their performance at work, this was agreed across 51% of the respondents. This results confirm earlier findings of Jalil, et al., (2015) who evaluated the characteristics of generational Y. He found out that even though not all employees are affected by the unique characteristics of this behavior but still their characteristics affected their job performance in the organization. In addition the findings were not conclusive on whether or not employees were influenced by the behavior of their colleague at work and hence affecting their work. This was as demonstrated by 44% of the respondents who were neutral when asked if they were influenced by the behavior of their colleague at work and hence affecting their work. This findings fail to confirm or dispute the observation of Ellie, (2017) who noted that behavior can be infectious in that employees frequently model the actions and attitudes of their colleagues at work.

In addition the results of this study revealed that good behavior in the organization inspired positive performances, this was agreed by 94% of the respondents. The results also demonstrated that the behavior of employees in the organization was controlled and this enabled good performance. This was agreed by 76% of the respondents. This findings corresponds to Reilly, (2007) argument that organizations with high performance are characterized with ethical standard that are observed across the organization. On the other hand the study found out that bad behaviors in the workplace such as fights, gossip and stealing of colleagues’ property undermines organizational performance employee. This agreed amongst 82% of the respondents. The results also demonstrated that employees who are hostile in the organization negatively affects organizational performance. This was agreed by 84% of the respondents. Lastly, the findings also showed that employee behavioral actions that cause damage to the organization property and image negatively affects organizational performance. This was agreed across 79% of the respondents. The findings correspond with that of Memari,
Valikhani, Aghababaee, and Davali, (2013) who found out that there is a relationship between organizational staff behavior and the performance of the organization.

5.4 Conclusions

5.4.1 Effects of Work-Value Differences on Organizational Performance
Work-value differences effects was the first objective of this study, it was evaluated on a number of factors. In relation to the evaluated factors this study draws some concussions, first the opportunity for employees learning new things through their work, motivated them to perform better. The opportunity of getting job promotion and advancement also enhanced organizational performance. Further, employees were motivated in their work with the opportunity they get to serve the society through their job. The job security was also a motivational factor for better performance. On the other hand, this study concluded that money was not as important to employee as personal sense of satisfaction to motivate them in their work. The findings also showed that public recognition was an important factor in employee performance. It was however not conclusive whether employees wanted a work that absorbed them, even if it takes up their leisure time, this calls for further research. The study also concludes that the idea of making money motivated employees a great deal.

5.4.2 Effects of Communicational Differences on Organizational Performance
This study had a number of conclusion with respect to the second study objective that investigated the effects of communicational differences on organizational performance. First, it was concluded that employees in the organization had a reputation for saying what they think, simply and directly and this affected the performance at work. In addition, this study was conclusive that employees in the organization regularly questioned each other about their basic assumptions and this affected performance in the organization. It was further, concluded that staffs liked to get to a decision carefully after weighing up many alternatives and this affected performance. The study also concludes that employees tend to have distant, rather formal, relationships with colleagues at work and this affected performance.

This study as well concluded that employees do not mind communicating to colleagues on phone and this affected performance in the organization. Additionally, it was concluded that employees preferred communicating face-to-face or on a one-to-one basis when working and this affected performance in the organization. It was as well concluded that employees make
appropriate use of e-mail to perform tasks. The study could however not conclude whether employees preferred to effectively communicate to colleagues in writing. Lastly the findings established that employees did not find it difficult to communicate with someone in higher authority.

5.4.3 Effects of Cultural Behavior on Organizational Performance.

The effects of cultural behavior on organizational performance were observed on a number of factors, the conclusions drawn from the findings indicate that discipline in the organization was upheld and this helped in improving performance. The study also concludes that employees from different generational cohorts behaved differently at work and this influenced performance in the organization. Again findings showed that the behavior of employees from certain generation cohorts had an impact on job performance at work. It was also not conclusive as to whether employees were influenced by the behavior of their colleague at work and hence affecting their work, further research should be done on this area. Additionally, the study concluded that good behavior in the organization inspired positive performances. The study also showed that behavior of employees in the organization was controlled and this enabled good performance. Findings were also conclusive that bad behaviors in the workplace such as fights, gossip and stealing of colleagues’ property undermines organizational performance employee Further, it was revealed that employees who are hostile in the organization negatively affects organizational performance. Lastly, findings established that employee behavioral actions that cause damage to the organization property and image negatively affects organizational performance.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Effects of Work-Value Differences on Organizational Performance

This study recommends for organizations to clearly understand the work-values of their workforce and align their motivational programs along these values. Some of the work-values that should be considered in the organization to improve performance are learning opportunities through work, appropriate job promotion and advancement, aligning job responsibilities with community service, job security, good pay and work that is absorbing.
5.5.1.2 Effects of Communicational Differences on Organizational Performance
This study concludes that organizations should ensure effective communication across the organization in order to enhance performance in the organization. Organizations should allow direct communication and avoid subjecting employees to communication through a chain of command. Organizations should foster employees’ interactions so as to enable employees understand each other. Employees should be trained on how to quickly make decision that calls for an immediate decision. The organization should utilize different media of communication such as telephone, e-mail and even face-to-face communication.

5.5.1.3 Effects of Cultural Behavior on Organizational Performance.
This study concludes that organizations should promote good behavior in the organization to enhance performance. The organizations should facilitate an understanding of different behavior of employee in the organization so as to bring cooperation at work. Further, this study recommends for the organization to control bad behavior in the organization to enhance performance. Bad behaviors such as, fights, gossip and stealing of colleagues’ property and behavioral actions that cause damage to the organization property and image should be discouraged. The organization should also control hostile employees at work.

5.5.2 Recommendations for Further Research
This study has examine the effect of diversity in multigenerational workforce with a focus in work-values, communication style and cultural behavior difference. Other studies may be done on the effect of diversity in multigenerational workforce with a concentration on other factors that have not been considered in this study.
REFERENCES


Speech by Prof Njuguna Ndung’u, Governor of the Central Bank of Kenya, at the opening ceremony of the Joint Kenya School of Monetary Studies (KSMS) and COMESA Monetary Institute (CMI) Symposium for central banks’ human resource directors, Kenya School of Monetary Studies, Nairobi, 24 January 2012.


APPENDICES

Appendix I: Introductory Letter

Dear Respondent,

My name is Immaculate Sunkuli an MBA student at USIU-A, Nairobi, Kenya. I am carrying out a research on the Effects of Multigenerational Workforce Diversity on Organizational Performance in Kenyan Parastatals.” which is a requirement for the award of the degree of Masters of Business Administration.

I am requesting for your assistance in filling this questionnaire by marking [✓] and writing appropriate answers. This survey is anonymous and the information given will be handled with utmost confidentiality.

Thank you in advance for your valued support.

Sincerely,

Immaculate Sunkuli
Appendix II: Questionnaire

QUESTIONNAIRE

Instructions

This study is a requirement for the partial fulfilment of a degree of Masters in Business Administration (MBA) at the United States International University. The purpose of this study is to determine the effects of multigenerational workforce diversities on organizational performance in government parastatals in Kenya. The findings of the study will provide the management and other stakeholders of parastatals institutions with information that is useful to multigenerational workforce management. This is an academic exercise and all data collected from the respondents will be treated with utmost confidentiality. Thank you in advance for your valued support.

Immaculate.

SECTION A: BIO DATA

Kindly answer all the questions by either ticking in the boxes or filling in the space provided.

1. Gender:  
   i) Male [ ]  
   ii) Female [ ]

2. Age:  
   i) Below 21 years [ ]  
   ii) 22 – 35 years [ ]  
   iii) 36 – 45 years [ ]  
   iv) 46 – 55 years [ ]  
   v) Over 55 years [ ]

3. Academic Qualification:  
   i) Certificate [ ]  
   ii) Diploma [ ]  
   iii) Bachelors’ [ ]  
   iv) Masters’ [ ]  
   v) Doctorate [ ]

4. For how long have you worked in NHIF?  
   i) Below 1 year [ ]  
   ii) 1 – 5 years [ ]  
   iii) 6 – 10 years [ ]  
   iv) 11–15 years [ ]  
   v) 15 – 20 years [ ]  
   vi) Above 20 years [ ]

5. Kindly indicate in which department you work in your organization  
   i) Finance [ ]  
   ii) Quality Assurance [ ]  
   iii) Planning and Marketing [ ]  
   iv) Corporate services [ ]  
   v) Internal Auditing [ ]

6. What level of management is your position in the organization?  
   i) Top level management [ ]  
   ii) Middle level management [ ]  
   iii) Line manager [ ]  
   iv) Others ________________

7. Kindly indicate your job experience  
   i) Below 1 year [ ]  
   ii) 1-5 years [ ]  
   iii) 6-10 years [ ]  
   iv) 11-15 years [ ]  
   v) 16-20 [ ]  
   vi) 21-25 years [ ]  
   v) Above 25 years [ ]
**SECTION B: WORK-VALUE**

Using the Likert scale provided below, please tick on the following statements which best describe your opinion on the work-values that motivates you to perform better in your organization (Strongly agree=5, agree=4, Neutral=3, Disagree=2, strongly Disagree=1)

<table>
<thead>
<tr>
<th>WORK-VALUE</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>i.  I like my work it is interesting to me</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii. My work has a lot of opportunity for learning new things</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii. My work has good opportunity for advancement and promotion in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>iv.  I am motivated by the status and reputation of my job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>v.   I get satisfaction in my work and it serves my personal interest</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>vi.  I motivated by the opportunity to serve the society through my job</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>vii. I motivated to perform better by the job security I have with my job.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>viii. I am motivated by the good pay that my job offers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SECTION C: COMMUNICATIONAL STYLES**

Using the Likert scale provided below, please tick on the following statements which best describe your opinion on the effects that communication styles in your organization affects performance in your organization (Strongly agree=5, agree=4, Neutral=3, Disagree=2, strongly Disagree=1)
COMMUNICATIONAL STYLES

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<tbody>
<tr>
<td>i.</td>
<td>There is an effective communication in the organization that has helped improved productivity.</td>
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<td>ii.</td>
<td>I can be able to communicate with my colleagues at work and this has improved my performance</td>
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<td>iii.</td>
<td>The younger and the older employees are able to communicate with each other and this has improved performance at work</td>
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<td>iv.</td>
<td>The organization uses different forms of communication to satisfy the preference of each category of employee in the organization</td>
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<td>v.</td>
<td>Employees in the organization have learn to cope with each other preferred communication style this has enhanced their performance at work</td>
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<td>vi.</td>
<td>The organization offers training on the various forms of communication used in the organization especially communication through emerging technology</td>
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<td>vii.</td>
<td>Employees are allowed to communicate in the means that is suitable to them and this has help to raise performance</td>
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<td>viii.</td>
<td>I feel connected with my colleagues through communication and this has help perform well at work</td>
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SECTION D: CULTURAL BEHAVIOR

Using the Likert scale provided below, please tick on the following statements which best describe your opinion on the effects that behaviors in your organization affects performance in your organization (Strongly agree=5, agree=4, Neutral=3, Disagree=2, strongly Disagree=1)

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<tr>
<th></th>
<th>CULTURAL BEHAVIOR</th>
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i. Discipline in the organization is upheld and this has help in improving performance in the organization.

ii. Different categories of employee behave differently at work and this has really influence performance in the organization

iii. The behavior of other employees at work have an impact on my performance at work

iv. The organization has set some standard on behavior in the organization in order to ensure individual behavior do not obstruct performance in the organization

v. Behavior of employees at work has highly contributed to creating a productive and pleasant work atmosphere

vi. Hostile behaviors among employees have a negative influence on organizational performance

vii. I am influenced by the behavior of my colleague at work and these affects my work

viii. Good behavior in the organization inspire positive performances in the organization

<table>
<thead>
<tr>
<th>SECTION D: ORGANIZATIONAL PERFORMANCE</th>
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<tbody>
<tr>
<td>Using the Likert scale provided below, please tick on the following statements which best describe your opinion on the performance of your organization as affected by the multigenerational workforce in your organization. (Strongly agree=5, agree=4, Neutral=3, Disagree=2, strongly Disagree=1)</td>
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<thead>
<tr>
<th>ORGANIZATIONAL PERFORMANCE</th>
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<tbody>
<tr>
<td>i.</td>
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<td>There has been growth in sales of the company product and services.</td>
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<td>ii.</td>
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<td>The organization has expanded its business operations</td>
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<td>iii.</td>
<td>The organization has been able to retain its customers</td>
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<td>iv.</td>
<td>There has been a growth in market share and customer base.</td>
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<td>v.</td>
<td>There has been a reduction in business budget</td>
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<td>vi.</td>
<td>The level of customer satisfaction has improved and there is less customer complaints</td>
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<td>vii.</td>
<td>The organization has been able to attain its short term goals in good time.</td>
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<td>viii.</td>
<td>The level of innovation of the organization is high</td>
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